

July | 2010

*Labor Market Survey*  
**Summary Report**

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## 1. BACKGROUND AND PURPOSE

The following summary report details the findings of a city-wide business survey of the City of Riverside, California. The survey took place May through June 2010.

The intent of the survey was to:

- Measure employer-staffing needs.
- Identify businesses at risk of downsizing and/or relocating.
- Create a detailed inventory of local businesses.
- Improve the understanding of the needs and perspectives of local businesses.
- Identify current and potential staffing patterns.
- Identify and address the immediate concerns of individuals businesses.
- Develop strategies that will support economic development and growth in local employment.
- Increase the awareness of business communities of local programs including those offered by the City or Riverside, Riverside Public Utilities (RPU) and the County of Riverside Economic Development Agency (EDA) and Workforce Investment Board (WIB).



### SURVEY SCOPE AND METHODOLOGY

The survey targeted employers with 5 or more employees. ERISS Corporation conducted the survey using a proprietary Computer Aided Telephone Interviewing (CATI) system. A stratified census style survey methodology was employed whereby an attempt was made to contact every business within the survey parameters, with the final sample representative by size and industry of the population of businesses in the local region.



Approximately 31% (886) of the 2,817 eligible businesses participated in the survey.

*The survey questions collected information from local businesses regarding such areas as:<sup>1</sup>*

- Projected growth and general staffing plans
- Occupational demand, turnover, hiring plans and wages
- Plans to expand, downsize and/or relocate
- City and State ratings of the business climate
- Key issues and concerns
- Barriers to business growth
- Reasons for locating in the City of Riverside
- Participation in international trade
- Knowledge and participation in Riverside Public Utilities Programs

<sup>1</sup> Complete survey questions are provided in Appendix A.

## 2. KEY FINDINGS

### INDUSTRY

- The Business Services and Construction industries projected the greatest 12-month growth at 5%. The projected growth rate for the region as a whole was 2%.
- The Education industry projected a -3% negative growth, due to a projected decrease in employment for the Riverside Unified School District.
- 12-month growth projections were relatively more optimistic for smaller companies.
- Businesses in the Retail industry reported the highest overall level of annual turnover (8% of employees replaced yearly), followed by the Wholesale industry (7%), and Services industry (5%). The regional rate (all surveyed businesses) was 4%.
- The Retail industry exhibited the greatest Demand, largely driven by a high turnover rate (8%). Demand for the Construction, Finance, and Business Services industries was largely growth-driven (turnover a smaller component).
- The Construction and Finance industries had the highest proportion of currently staffed jobs reported as open (2%).
- Employers in the Education industry reported the longest time to find and hire both experienced and non-experienced employees, possibly due to time consuming hiring procedures.
- Other industries reporting longer times to find and hire qualified employees were Manufacturing (average of 60 days for experienced employees) and Business Services (56 days to find and hire non-experienced new employees).
- The Education industry reported the highest median salaries for newly hired experienced employees at \$22.12/hour, and non-experienced employees at \$18.51/hour, followed by the Construction industry (experienced employees) and Business Services (non-experienced employees).
- The greatest disparity between median experienced and non-experienced employee starting wages was seen for the Manufacturing industry (\$5.00/hour gap), indicative of an industry with a greater than average mix of skilled and non-skilled occupations, as well as occupations for which experience provides value in terms of skills and efficiencies gained.
- Most industries most commonly required '1 to under 2 years' work experience level for their occupations (averages over all surveyed occupations). Exceptions were the Manufacturing industry that on average required slightly more experience, and the

Retail industry that had the greatest proportion of occupations requiring no previous experience.

- The most commonly reported preferred education level for most industries was 'High school/GED.' Exceptions were the Health Services industry that most commonly required a 'License/Certification,' and the Construction industry that most commonly required no specific level of education.
- The most commonly reported hiring method for most industries was 'Referrals/Word of Mouth.' A higher than normal proportion of hiring through referrals or word of mouth can be indicative of a slower job economy and a buyers market for labor, with word of job openings quickly passing to unemployed friends and former co-workers providing a pool of qualified applicants without the need for outside advertising.
- Exceptions to this method were the Education industry that most commonly hired through the Internet, the Retail industry that most commonly used 'Unsolicited Walk-ins,' and Transportation/Utilities that most commonly reported using the 'Newspaper' for hiring.

## OCCUPATIONAL

- The occupations with the greatest projected growth were well represented by high-skill/high wage jobs, many of which require only vocational training or less.
- The occupations with the highest turnover tended to be from the Services industry, or sales-related (characteristic of the occupational track).
- Demand for many of the highest demand occupations was largely driven by turnover (as opposed to growth-driven demand).
- Many of the occupations with the highest proportion of relative openings (percent of staffed jobs currently open) have training requirements at the vocational level such as Master Mechanics, Pharmacy Technicians, and Medical Records and Health Information Technicians.
- The list of occupations for which employers reported the highest average length of time to find and hire experienced employees (shortage indicator) is topped by occupations requiring more extensive training.
- Many of the hardest to find and staff occupations for non-experienced employees also appear in the list of hardest to find for experienced employees, indicative of possible skill shortages across the spectrum of experience levels.
- Many of the highest (median) wage occupations for experienced newly hired employees require extensive education. However, it is notable that some of the relatively higher paying occupations for both experienced and non-experienced employees require only a technical degree or similar vocational training (or less).

- The occupations for which employers prefer higher levels of work experience is typified by occupations with skills acquired through work experience, such as supervisory roles where knowledge of skills and processes of supervised workers is essential.
- Occupations requiring no work experience are typified by low skill/wage positions, most commonly found in the Retail and Services industries.
- Employers most commonly prefer higher education levels for teachers and health services occupations that require more than a vocational level education.
- Averaged over all occupations, 'Referrals/Word of Mouth' was the most commonly reported recruitment method (by a great margin). This is often characteristic of a tighter job market, with pools of applicants for open positions available to employers without the expense of advertising.
- Averaged over all occupations, the most commonly provided benefit was 'Medical.' Surveyed employers provided this benefit for 77% of surveyed occupations.

#### **BUSINESS SPECIFIC**

- 11% of surveyed employers reported plans to expand or hire in the next 12 months.
- Less than 1% of employers reported plans to downsize, close, or relocate outside of the County.
- The most commonly reported reason for downsizing or closing was (the) 'cost of doing business,' followed by 'changing market conditions.'
- The most commonly reported possible aids to business expansion were 'new/expanded facilities' and (a need for) 'contract opportunities.'
- On average, surveyed employers rated the business climate of the City of Riverside as more favorable than the State of California as a whole.
- As compared to other industries, employers in the Business Services industry had the least favorable ratings for the business climate of the City of Riverside and the State of California.
- Of a list of concerns or challenges for their business, the most commonly provided responses from employers were 'employee benefits,' 'availability of capital or credit,' and 'taxes and incentives.' 32% of surveyed businesses reported they had no concerns or challenges.
- Larger companies were more likely to report 'Workman's Comp Relief' as a key concern or challenge for their business, while smaller firms were more concerned with issues related to 'Employee Benefits.'

- The most commonly reported barrier to business growth was the (state of) the current economy (52% of those surveyed).
- The industries most likely to report the current economy as a barrier to growth were Business Services and Construction.
- Firms with between 250-499 employees were the most likely to report the current economy as a barrier to growth.
- When asked to report why they brought their business to the City of Riverside, the most common response was 'location.'
- Retail was the industry most likely to report location as a reason for bringing their business to the City of Riverside.
- There was a trend for smaller companies to be more likely to report that location was a reason to have brought their business to the City of Riverside.
- 15% of surveyed businesses reported they engaged in international trade.
- Employers in the Manufacturing and Wholesale industries were the most likely to engage in international trade. Smaller companies were generally less likely to engage in international trade than larger ones.
- 12% of employers were familiar with energy rebate and/or incentive programs offered by Riverside Public Utilities.
- Compared to other industries, the Finance industry had the largest proportion of employers reporting unfamiliarity with the energy rebate and/or incentive programs offered by Riverside Public Utilities.
- Companies with between 500-999 employees were the most likely to be unfamiliar with the energy rebate and/or incentive programs offered by Riverside Public Utilities.
- Of a list of Riverside Public Utilities programs, employers most commonly reported participating in the 'lighting' program.
- 62% of employers reported they had not participated in any Riverside Public Utilities program.
- Over half of surveyed employers (54%) reported implementation of energy efficient measures as 'very important' to their business.
- The Health Services industry had the highest proportion of employers who felt energy efficient measures to be very important to their business.



### 3. DETAILED SURVEY RESULTS

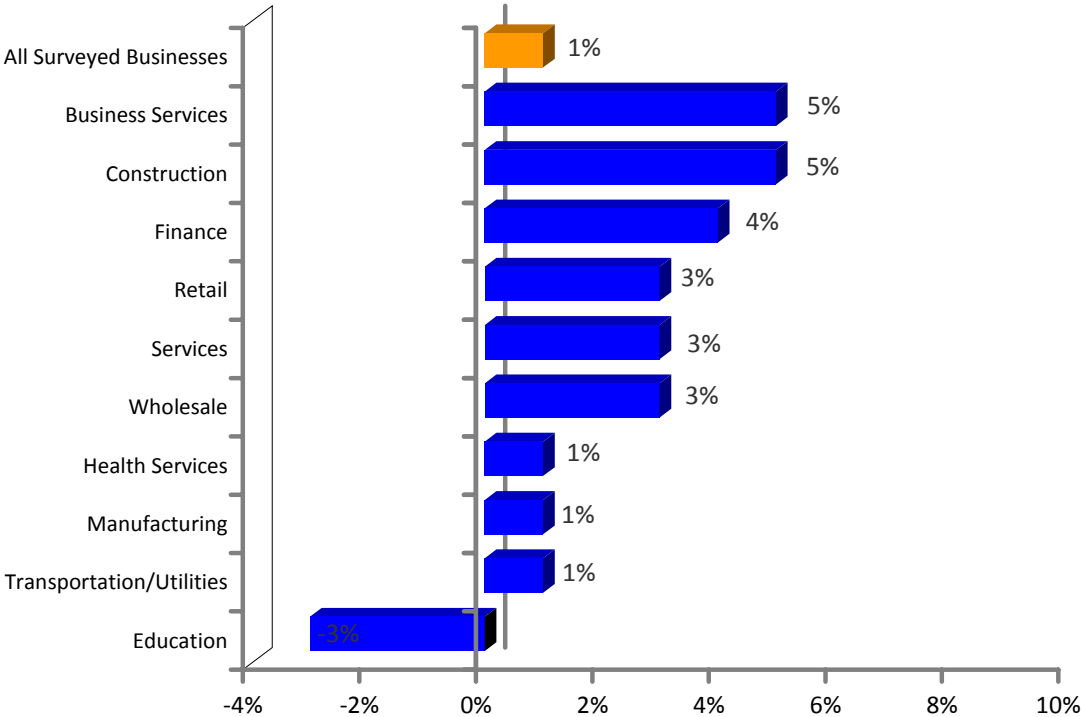
#### INDUSTRY ANALYSES<sup>2</sup>

##### GROWTH

Surveyed businesses were asked to report their current number of employees, and the number of employees projected in 12 months. By grouping individual companies according to industry, this information was used to calculate a relative projected growth rate<sup>3</sup> industry comparison for 12 months from the survey. As shown below, the Business Services and Construction industries projected the greatest growth at 5%. The projected growth rate for the region as a whole was 2%.

The negative growth for the Education industry is due to a projected decrease in employment for the Riverside Unified School District.

1-Year Projected Relative Growth by Industry



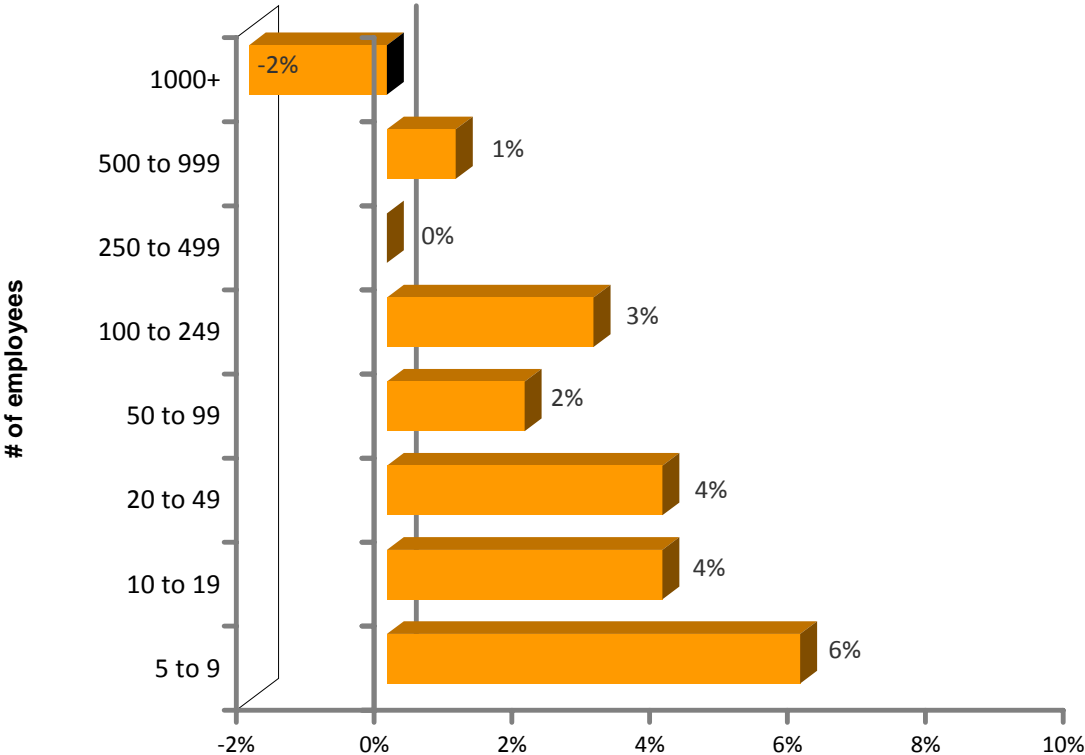
<sup>2</sup> Insufficient data was collected at the aggregate levels for the Agriculture, Lodging, and Mining industries.

<sup>3</sup> Projected relative growth = (number of employees in 12 months – number of employees now)/number of employees now.

**GROWTH BY COMPANY SIZE**

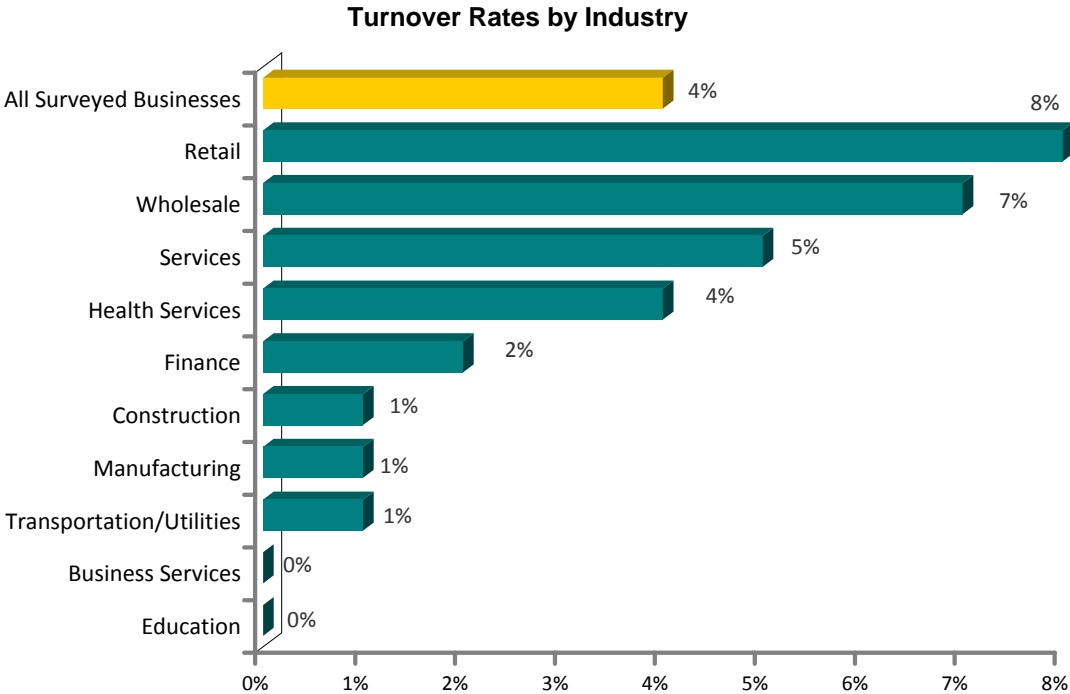
Analysis of projected growth by company size reveals relatively healthier growth projections for smaller companies. As with the industry figures, the negative growth for large companies (1,000 or more employees) is largely attributable to a projected decrease in employment for the Riverside Unified School District.

**1-Year Projected Relative Growth by Company Size**



**TURNOVER**

Surveyed businesses were asked to report the annual turnover for each occupation surveyed. This information aggregated by industry is presented below. As shown, businesses in the Retail industry reported the highest overall level of annual turnover (8% of employees replaced yearly), followed by the Wholesale industry (7%), and Services industry (5%). High turnover rates are historically typical of the Retail and Services industries regardless of region. The turnover rate for the region as a whole was 4%, which is relatively low compared with other regions recently surveyed. Lower than average turnover rates are often typical of a tighter job market as employees may be less willing to risk leaving or changing between jobs.

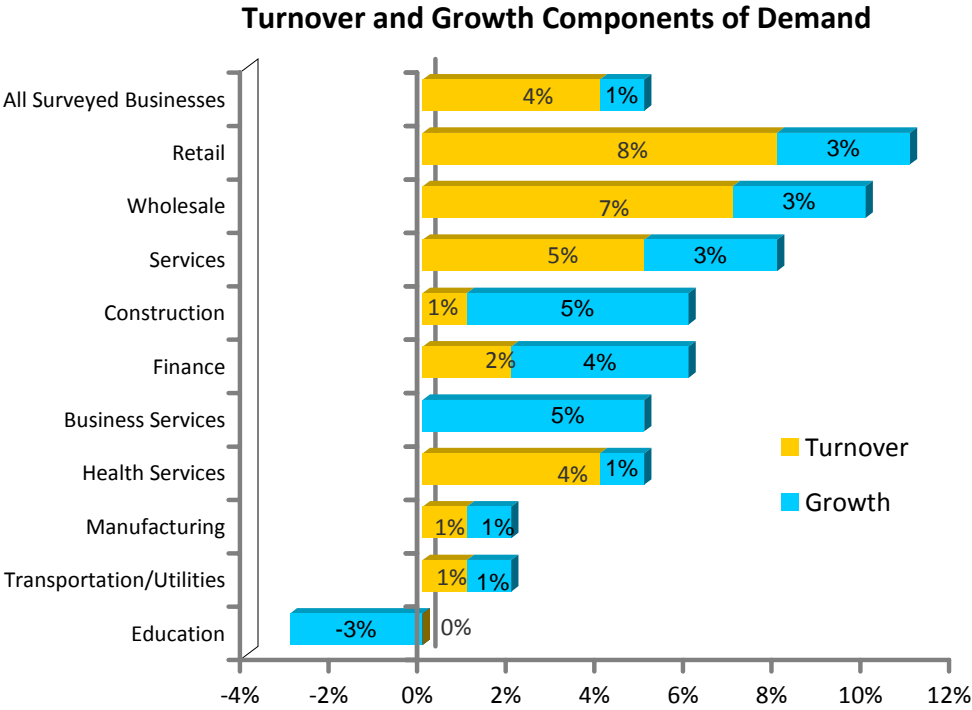


**DEMAND**

A relevant indicator of the staffing challenges related to specific industries and occupations can be provided by Demand. Demand provides an estimate of the percentage of workers that will need to be hired during a 12-month period due to both growth AND turnover. Demand is calculated by starting with projected growth, adding in annual turnover, and dividing by the number currently employed. It essentially provides a projected growth rate modified by turnover rates.

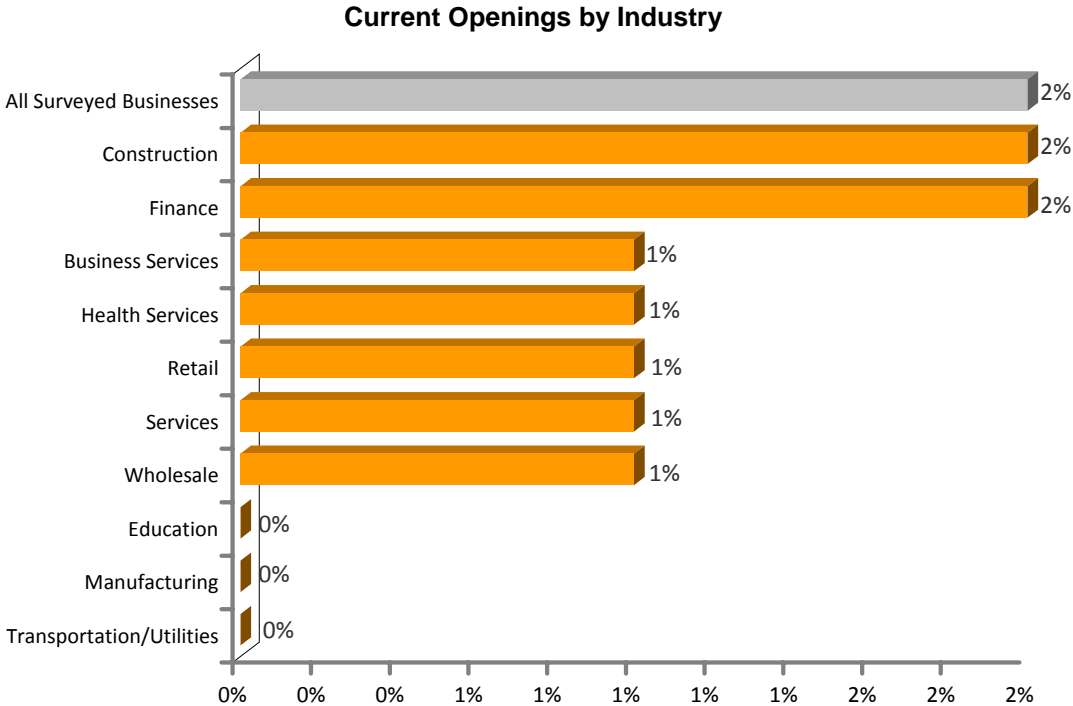
The Figure below displays Demand split into growth and turnover components. For example, the overall region has a demand of 6% comprised of 4% turnover and 1% growth.

The Retail industry exhibits the greatest Demand, largely driven by a high turnover rate (8%). Demand for the Construction, Finance, and Business Services industries is largely growth-driven.



**OPENINGS**

Current openings are calculated by determining the percentage of staffed positions that are currently vacant for each surveyed employer. The total percentage of current openings aggregated over industry is displayed below. As shown, the Construction and Finance industries had the highest percentage of current openings, with 2% of all surveyed positions reported as currently open.

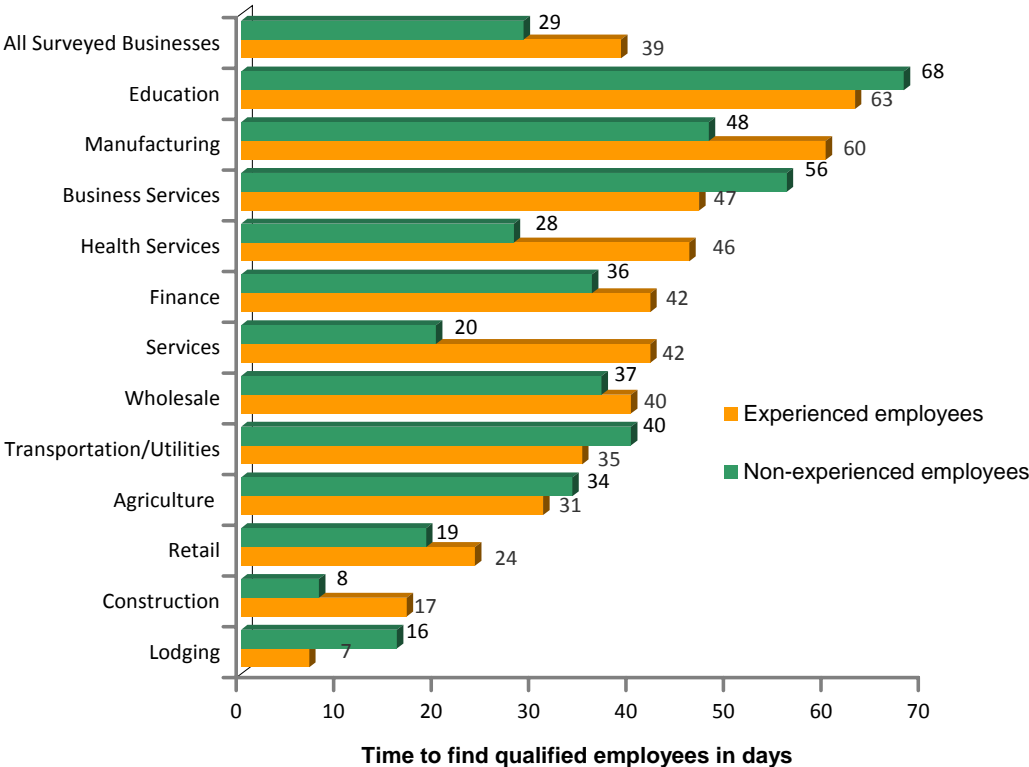


**DIFFICULTY FINDING EMPLOYEES**

An effective indicator of labor scarcity is the average time it takes an employer to fill a open position. The longer it takes a business to fill an open position (harder to find), the greater the relative labor scarcity. The figure below displays the average number of days to fill open positions with qualified employees by industry for both experienced, and non-experienced employees (because labor scarcity is related to the amount of job experience required). As shown, the Education industry reported the greatest difficulty finding both experienced and non-experienced employees. However, it should be noted that for this sector, complex and/or time consuming hiring procedures can influence these figures.

The next two sectors in terms of difficulty finding qualified employees are possibly more indicative. On average, employers in the Manufacturing industry reported 60 days to find and hire an experienced new employee, and employers in the Business Services industry reported 56 days to find and hire non-experienced new employees. Due to the wide variation of occupations employed by these industries, the analysis of scarcity at the occupational level (versus industry) in following sections will reveal further details of possible skill and/or labor shortages.

**Difficulty Finding Employees by Industry**

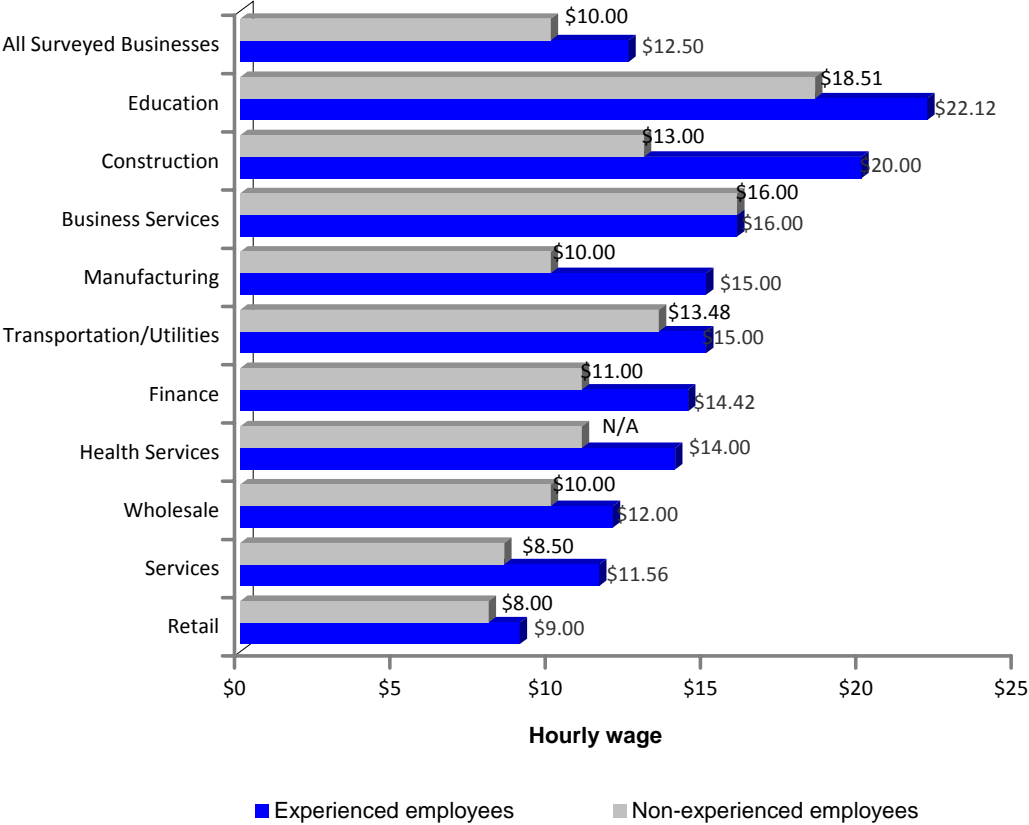


**MEDIAN WAGES**

Starting median hourly wage information by industry is displayed in the figure below. As shown, employers in the Education industry reported the highest median salaries for both newly hired experienced employees at \$22.12/hour, and non-experienced employees at \$18.51/hour. The Construction industry reported the next highest median salaries for experienced employees, and Business Services for non-experienced employees.

The greatest disparity between median experienced and non-experienced starting wages was seen for the Manufacturing industry. The \$5.00.hour gap is indicative of an industry with a greater than average mix of skilled and non-skilled occupations, as well as occupations for which experience provides value in terms of skills and efficiencies gained.

**Median Hourly Wages by Industry**



**REQUIRED WORK EXPERIENCE**

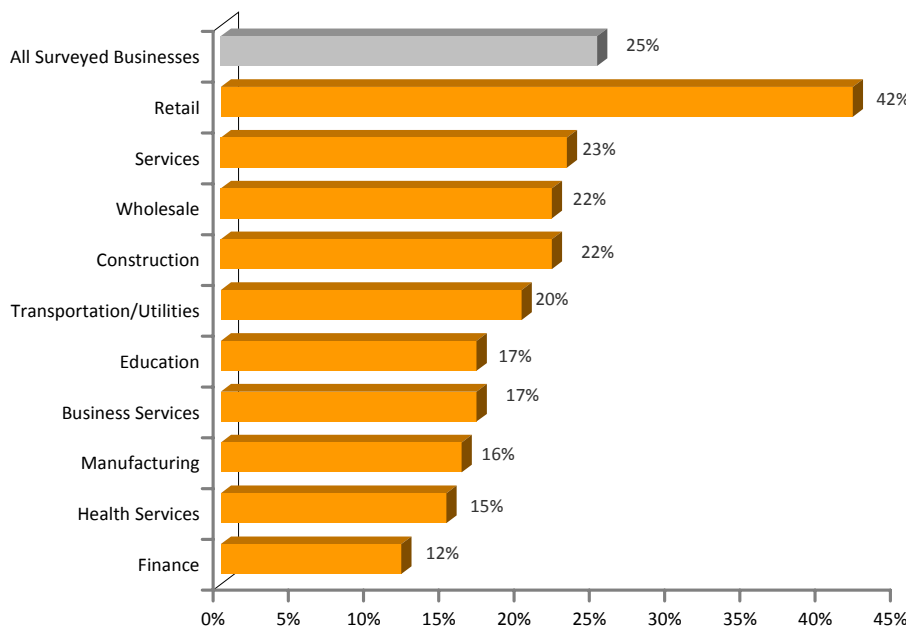
Surveyed employers were asked to report the work experience required for each surveyed occupation. The table below shows the most commonly reported responses aggregated by industry. The most commonly required work experience level for most industries was ‘1 to under 2 years.’ Exceptions were the Manufacturing industry that on average required slightly more experience, and the Retail industry for which 42% of surveyed occupations required no experience.

**Most commonly required work experience level by industry**

<b>Industry</b>	<b>Required Work Experience</b>	<b>% of occupations with this response</b>
Business Services	1 to under 2 years	33%
Construction	1 to under 2 years	33%
Education	1 to under 2 years	37%
Finance	1 to under 2 years	31%
Health Services	1 to under 2 years	37%
Manufacturing	2 to under 4 years	30%
Retail	None	42%
Services	1 to under 2 years	27%
Transportation/Utilities	1 to under 2 years	27%
Wholesale	1 to under 2 years	23%

The figure below displays the percentage of occupations for each industry that required no work experience. As would be expected, the Retail industry had the greatest proportion of occupations requiring no previous experience. The Retail industry is characterized by lower paying, lower skill occupations. The Finance industry reported the lowest percentage of occupations requiring no previous experience indicating higher skill/wage occupations.

**Percent of Surveyed Occupations Requiring No Work Experience**





**PREFERRED EDUCATION LEVEL**

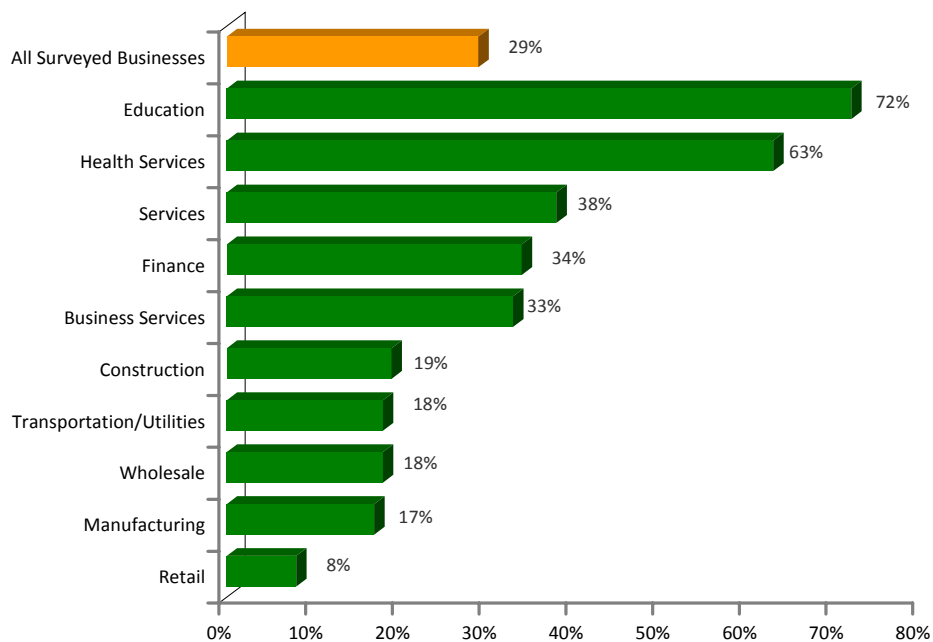
Surveyed employers were asked to report the preferred education level required for each surveyed occupation. The table below shows the most commonly reported response aggregated by industry. The most commonly preferred education level for most industries was ‘High school/GED.’ Exceptions were the Health Services industry that most commonly required a ‘License/Certification,’ and the Construction industry for which 54% of surveyed occupations require no specific level of education.

**Most commonly required education level by industry**

Industry	Preferred Education Level	% of occupations with this response
Business Services	High school/GED	54%
Construction	None	41%
Education	High school/GED	25%
Finance	High school/GED	53%
Health Services	License / Certification	39%
Manufacturing	High school/GED	61%
Retail	High school/GED	58%
Services	High school/GED	42%
Transportation/Utilities	High school/GED	68%
Wholesale	High school/GED	52%

The figure below displays the percent of occupations for each industry that required at least some college or license/certification or more (combined up through advanced degree). The Education industry had the greatest proportion of occupations for which employers reported requiring at least some college indicating a higher proportion of occupations for which specialized training or education is seen as necessary. A high proportion of Health Services occupations also require higher levels of education. As with work experience, the Retail industry is characterized by lower preferred education levels.

**Percent of Surveyed Occupations Requiring Some College or License/Certification**



**HIRING METHOD**

Surveyed employers were asked to report the most common hiring method used to hire each surveyed occupation. The table below shows the most commonly reported response aggregated by industry. The most commonly reported hiring method for most industries was ‘Referrals/Word of Mouth.’ A higher than normal proportion of hiring through referrals or word of mouth can be indicative of a slower job economy and a buyer’s market for labor. Word of job openings quickly passes to unemployed friends and former co-workers providing a pool of qualified applicants without the need for outside advertising.

Exceptions to this method were the Education industry that most commonly hired through the Internet, the Retail industry that most commonly used ‘Unsolicited Walk-ins,’ and Transportation/Utilities that most commonly reported using the ‘Newspaper’ for hiring.

**Most commonly reported hiring method by industry**

<b>Industry</b>	<b>Most Common Hiring Method</b>	<b>% of occupations with this response</b>
Business Services	Referrals/Word of Mouth	43%
Construction	Referrals/Word of Mouth	63%
Education	Internet	68%
Finance	Referrals/Word of Mouth	47%
Health Services	Referrals/Word of Mouth	44%
Manufacturing	Referrals/Word of Mouth	38%
Retail	Unsolicited Walk-ins	35%
Services	Referrals/Word of Mouth	46%
Transportation/Utilities	Newspaper	34%
Wholesale	Referrals/Word of Mouth	48%

## OCCUPATIONAL ANALYSES<sup>4</sup>

During the survey process, businesses were asked to report which occupations they currently staffed, and information was collected on as many of these occupations as possible. For each surveyed occupation, questions were asked regarding current and future staffing, wages, hiring, benefits and other relevant occupation level information. The following analyses display the top occupations for each category. Further occupational information for all surveyed occupations is displayed in Appendix B and available through the electronic database provided as a further deliverable to this project.

### PROJECTED GROWTH

The table below lists the occupations with the highest reported 12-month projected growth rate. The occupations Executive Secretaries and Administrative Assistants<sup>5</sup> and Master (Automotive) Mechanic projected the greatest growth at 25% and 21% respectively.

<b>Occupation</b>	<b>12-month Projected Growth</b>
Executive Secretaries and Administrative Assistants	25%
Master Mechanics, (Automotive)	21%
Pharmacy Technicians	17%
Child Care Workers	16%
Medical Records and Health Information Technicians	14%
Hosts and Hostesses	13%
Loan Officers and Counselors	12%
Parts Salespersons	10%
Truck Drivers, Light Or Delivery Services	9%
Procurement Clerks	8%
Food Preparation Workers	7%
Hand Packers and Packagers	7%
Loan Clerks and Interviewers	7%
Restaurant Cooks	7%
Sales Managers	7%

<sup>4</sup> For each occupation a minimum of 5 businesses were required to be surveyed in order to calculate growth trends. A total of 82 occupations fulfilled this criterion for the City of Riverside. Further occupational data is available in Appendix B.

<sup>5</sup> Figures for the occupation ‘Executive Secretaries and Administrative Assistants’ are largely influenced by one employer projecting to hire a large number in the coming year.

**ANNUAL TURNOVER**

The table below shows the occupations with the highest reported turnover rates. Occupations with the highest turnover tended to be from the Services industry. The highest overall turnover was seen for the occupation ‘Fast Food Cook’ with 22% of all position turned over annually.

<b>Occupation</b>	<b>Turnover Rate</b>
Fast Food Cooks	22%
Vehicle Salespersons	20%
Food Preparation Workers	17%
Sales Managers	14%
Dishwashers	14%
Foremen of Production and Operating Workers	14%
Restaurant Cooks	13%
Hairdressers, Hairstylists, and Cosmetologists	13%
Fast Food Counter Workers	13%
Personal and Home Care Aides	13%
Retail Sales Managers	13%
First-Line Supervisors or Managers of Non-Retail Sales Workers	12%
Hand Packers and Packagers	11%
Sales Representatives	11%
Hosts and Hostesses	10%
Short Order Cooks	10%
Service Station Attendants	10%

**DEMAND**

Demand is a function of projected growth plus occupational turnover. The table below shows the occupations with the highest reported demand rates, and also provided growth and turnover rates as an indicator of the components of the demand. As shown, the demand for many of the highest demand occupations is largely driven by turnover. An exception to this is the occupation ‘Executive Secretaries and Administrative Assistants’ with largely growth driven demand.

<b>Occupation</b>	<b>Demand</b>	<b>Growth</b>	<b>Turnover</b>
Fast Food Cooks	27%	5%	22%
Executive Secretaries and Administrative Assistants	25%	25%	0%
Food Preparation Workers	24%	7%	17%
Hosts and Hostesses	23%	13%	10%
Child Care Workers	22%	16%	6%
Sales Managers	21%	7%	14%
Master Mechanics, (Automotive)	21%	21%	0%
Restaurant Cooks	20%	7%	13%
Pharmacy Technicians	20%	17%	3%
Hand Packers and Packagers	18%	7%	11%
Vehicle Salespersons	17%	-3%	20%
Hairdressers, Hairstylists, and Cosmetologists	17%	4%	13%
Truck Drivers, Light Or Delivery Services	16%	9%	7%
Dishwashers	15%	1%	14%
Short Order Cooks	15%	5%	10%

**OPENINGS**

The table below shows the occupations with the highest reported percentage of positions reported as currently open. As with the growth and demand projections, the largest proportion of current openings was for the occupation 'Executive Secretaries and Administrative Assistants' with 20% of all currently staffed occupations reportedly as currently open. It is notable that many of the occupations with the highest proportion of current openings are those that can benefit from local certification or other types of vocational training programs. These occupations include Master Mechanics, Pharmacy Technicians, and Medical Records and Health Information Technicians.

<b>Occupation</b>	<b>% Openings</b>
Executive Secretaries and Administrative Assistants	20%
Master Mechanics, (Automotive)	17%
Pharmacy Technicians	15%
Child Care Workers	14%
Medical Records and Health Information Technicians	12%
Hosts and Hostesses	11%
Loan Officers and Counselors	10%
Truck Drivers, Light Or Delivery Services	9%
Parts Salespersons	9%
Food Preparation Workers	7%
Restaurant Cooks	7%
Procurement Clerks	7%
Sales Managers	6%
Hand Packers and Packagers	6%
Loan Clerks and Interviewers	6%

**TIME-TO-FILL OCCUPATIONAL OPENINGS**

The table below shows the average number of days to fill an opening for the hardest to find occupations for both experienced and non-experienced employees. For experienced employees, the list is topped by occupations requiring more extensive training or experience. However, many of the hardest to find occupations for non-experienced employees required extensive training as well, providing evidence of possible training gaps. It is also notable many of the occupations appear on both lists which is indicative of possible skill shortages across the spectrum of experience levels.

<b>Experienced Employees</b>	
<b>Occupation</b>	<b>Avg time to fill openings in days</b>
First-Line Administrative Support Supervisors	113
Real Estate Sales Agents	95
Shop Supervisors or Field Supervisors	86
Machinists	84
Sales Representatives	79
Legal Secretaries	75
Production, Planning, and Expediting Clerks	73
Social and Human Service Assistants	71
Insurance Clerks (Claims and Policy Processing)	70
Administrative Services/Office Managers	68
Food Service Supervisors	68
Dental Hygienists	61
General and Operations Managers	60
Vocational Instructor	57
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	57
Loan Clerks and Interviewers	55

<b>Non-Experienced Employees</b>	
<b>Occupation</b>	<b>Avg time to fill openings in days</b>
Real Estate Sales Agents	150
Kindergarten Teachers (Except Special Education)	96
Sales Representatives	89
Machinists	67
Legal Secretaries	62
Vocational Instructor	62
Executive Secretaries and Administrative Assistants	62
General Maintenance and Repair Workers	58
Parts Salespersons	58
Administrative Services/Office Managers	53
Payroll and Timekeeping Clerks	48
Sales Managers	48
Loan Officers and Counselors	41
Bookkeeping, Accounting, and Auditing Clerks	38
First-Line Administrative Support Supervisors	34

**WAGES**

The table below displays the occupations with the highest median starting salary for experienced and non-experienced employees. Many of the occupations listed for experienced employees require extensive education. However, it is notable that some of the relatively higher paying occupations for both experienced and non-experienced employees required only a technical degree or similar vocational training (or less).

<b>Median Starting Salary: Experienced Employees</b>	
<b>Occupation</b>	<b>Hourly wage</b>
Registered Nurses (Nurse Practitioners)	\$34.00
Dental Hygienists	\$31.25
Shop Supervisors or Field Supervisors	\$25.00
First-Line Administrative Support Supervisors	\$24.04
Paralegals and Legal Assistants	\$21.00
Licensed Practical and Licensed Vocational Nurses	\$21.00
Painters and Paperhangers	\$20.00
Automotive Body and Related Repairers	\$20.00
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	\$19.00
Foremen of Helpers, Laborers, and Material Movers	\$19.00
Heavy and Tractor-Trailer Truck Drivers	\$19.00
Administrative Services/Office Managers	\$18.51
Executive Secretaries and Administrative Assistants	\$18.27
Foremen of Production and Operating Workers	\$18.00
Payroll and Timekeeping Clerks	\$17.00
<b>Median Starting Salary: Non-Experienced Employees</b>	
<b>Occupation</b>	<b>Hourly wage</b>
Administrative Services/Office Managers	\$17.00
General Maintenance and Repair Workers	\$15.00
Truck Drivers, Light Or Delivery Services	\$12.00
General Office Clerks	\$12.00
Tellers	\$11.00
Certified Nursing Assistants	\$10.60
Machinists	\$10.00
Secretaries (Except Legal, Medical, and Executive)	\$10.00
Freight, Stock, and Material Movers (Hand Laborers)	\$10.00
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	\$10.00
Sales Representatives	\$9.62
Forklift Operators (Industrial Truck and Tractor)	\$9.50
Landscaping and Groundskeeping Workers	\$8.59
Parts Salespersons	\$8.50
Receptionists (and Information Clerks)	\$8.25

**MINIMUM REQUIRED WORK EXPERIENCE**

Surveyed employers were asked to report the minimum required work experience for each surveyed occupation. The available answer choices were: None; Under 3 months; 3 to under 6 months; 6 months to under 12 months; 1 to under 2 years; 2 to under 4 years; 4 to under 10 years; 10 years or more. The tables below list the occupations with the greatest proportion of employers requiring ‘2 or more years of experience’ (last three answers combined), and those requiring ‘no work experience.’ The occupation with the greatest proportion of surveyed employers reporting they required two or more years of experience was Shop Supervisors or Field Supervisors, with 100% of employers reporting they require this experience level. The list is heavily represented by occupations with skills acquired through work experience such as supervisory roles where knowledge of skills and processes of supervised workers is essential. Other occupations for which employers prefer higher levels of work experience are those where specialized knowledge acquired through experience can be especially valuable.

<b>Minimum Required Work Experience: Percent Requiring 2 Years or More Experience</b>	
<b>Occupation</b>	<b>%</b>
Shop Supervisors or Field Supervisors	100
Automotive Body and Related Repairers	86
Master Mechanics, (Automotive)	86
Executive Secretaries and Administrative Assistants	83
Heavy and Tractor-Trailer Truck Drivers	73
First-Line Supervisors or Managers of Non-Retail Sales Workers	72
Foremen of Production and Operating Workers	67
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	66
Legal Secretaries	63
Licensed Practical and Licensed Vocational Nurses	63
Loan Officers and Counselors	60
Real Estate Sales Agents	60
Foremen of Helpers, Laborers, and Material Movers	55
Vocational Instructor	55
Bookkeeping, Accounting, and Auditing Clerks	52

Occupations requiring no work experience are typified by low skill/wage positions. They are heavily represented with jobs commonly found in the Retail and Services industries.

<b>Minimum Required Work Experience: Percent Requiring No Work Experience</b>	
<b>Occupation</b>	<b>%</b>
Vehicle and Equipment Cleaners	83
Hand Packers and Packagers	80
Dishwashers	73
Hosts and Hostesses	73
Food Preparation Workers	69
Cashiers	67
Fast Food Counter Workers	67
Customer Service / Call Center Representatives	62
Stock Clerks And Order Fillers	61
Restaurant Cooks	50
Certified Nursing Assistants	50
Receptionists (and Information Clerks)	50
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	45
Landscaping and Groundskeeping Workers	44
Vehicle Salespersons	43



**OCCUPATIONAL CERTIFICATION**

Surveyed employers were asked to report if they required an occupational license or certification for each surveyed occupation. The tables below display the occupations with the highest percentage of surveyed employers who reported they required an occupational license or certification, and the occupations for which no license or certification was typically required. As would be expected, the list of those requiring a license or certification is heavily represented by occupations in the Health Services industry.

<b>Percent Requiring an Occupational License or Certification</b>	
<b>Occupation</b>	<b>%</b>
Vehicle Salespersons	100
Hairdressers, Hairstylists, and Cosmetologists	100
Short Order Cooks	100
Dental Hygienists	100
Heavy and Tractor-Trailer Truck Drivers	100
Licensed Practical and Licensed Vocational Nurses	100
Counselors	92
Registered Nurses (Nurse Practitioners)	89
Certified Nursing Assistants	88
Fast Food Counter Workers	87
Dental Assistants	85
Restaurant Cooks	83
Real Estate Sales Agents	80
Paralegals and Legal Assistants	80
Pharmacy Technicians	80

The list of those jobs requiring no occupational license or certification is mostly comprised of retail and sales positions as well as some clerical and service positions.

<b>Percent Requiring NO Occupational License or Certification</b>	
<b>Occupation</b>	<b>%</b>
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	100
Tellers	100
Machinists	100
Helpers of Installation, Maintenance, and Repair Workers	100
General Office Clerks	100
Executive Secretaries and Administrative Assistants	100
Legal Secretaries	100
Secretaries (Except Legal, Medical, and Executive)	96
Retail Sales Managers	94
Customer Service / Call Center Representatives	92
Parts Salespersons	92
Sales Representatives	92
Counter and Rental Clerks	90
Salespersons (Retail)	90
Landscaping and Groundskeeping Workers	89

**PREFERRED EDUCATION LEVEL**

For each surveyed occupation employers were asked what level of education was preferred. The available answer choices were: None; High school/GED; License / Certification; Some college; Associate degree; BS/BA; Graduate degree or above. The table below lists the occupations with the greatest proportion of employers preferring at least some college up through graduate degree (not including license and certification programs). Not surprisingly, employers prefer higher education levels for teachers as well as health services occupations that require more than a vocational level education.

<b>Preferred Education Level: Percent Requiring at Least Some College (up through graduate degree)</b>	
<b>Occupation</b>	<b>%</b>
Preschool Teachers (Except Special Education)	88%
Kindergarten Teachers (Except Special Education)	84%
First-Line Administrative Support Supervisors	80%
Paralegals and Legal Assistants	60%
Counselors	57%
Executive Secretaries and Administrative Assistants	51%
Foremen of Production and Operating Workers	50%
Social and Human Service Assistants	50%
Bookkeeping, Accounting, and Auditing Clerks	45%
Loan Clerks and Interviewers	43%
Child Care Workers	41%
Loan Officers and Counselors	40%
Licensed Practical and Licensed Vocational Nurses	38%
First-Line Supervisors or Managers of Non-Retail Sales Workers	37%
Registered Nurses (Nurse Practitioners)	33%

**TYPES OF WORKERS HIRED**

For each surveyed occupation employers were asked if they hired the following: Temporary workers, High school students, Interns/apprentices, Seasonal, Welfare-to-work, and Youth workers aged 14-21. The occupations with the greatest proportion of employers reporting they hire for each category is shown in the table below.

Temporary Workers: Percent Yes	
Occupation	%
Vocational Instructor	56%
Counselors	50%
Tank Car, Truck, and Ship Loaders	50%
Receptionists (and Information Clerks)	44%
Fast Food Cooks	38%

High School Students: Percent Yes	
Occupation	%
Fast Food Counter Workers	73%
Waiters and Waitresses	56%
Hosts and Hostesses	55%
Cashiers	53%
Restaurant Cooks	50%

Interns/Apprentice: Percent Yes	
Occupation	%
Painters and Paperhangers	60%
Automotive Body and Related Repairers	57%
Medical Secretaries	44%
Pharmacy Technicians	40%
Child Care Workers	33%

Seasonal: Percent Yes	
Occupation	%
Vehicle and Equipment Cleaners	50%
Salespersons (Retail)	41%
Bartenders	38%
Customer Service / Call Center Representatives	38%
Retail Sales Managers	38%

Welfare-to-Work Participants: Percent Yes	
Occupation	%
Vocational Instructor	44%
Bartenders	38%
Receptionists (and Information Clerks)	31%
Tellers	29%
Certified Nursing Assistants	25%

Workers Ages 14-21: Percent Yes	
Occupation	%
Fast Food Cooks	88%
Fast Food Counter Workers	87%
Cashiers	83%
Medical Assistants	79%
Waiters and Waitresses	78%

**RECRUITMENT METHODS**

For each surveyed occupation employers were asked to report the most effective recruitment method. Averaged over all occupations ‘Referrals/Word of Mouth’ was the most commonly reported effective recruitment method (by a great margin). It was the preferred recruitment method for 46% of surveyed occupations

<b>Most Effective Recruitment Method (most common answer)</b>	<b>% of Surveyed Occupations</b>
Hire From Within	11%
Internet	13%
Newspaper	10%
Referrals/Word of Mouth	46%
School Placement Offices	1%
Unsolicited Walk-ins	18%

The table below displays the specific occupations most commonly hired through each method.

<b>Percent hiring through Local One-Stop Centers /State employment services</b>	
<b>Occupation</b>	<b>%</b>
Tank Car, Truck, and Ship Loaders	50%
Hand Packers and Packagers	50%
Shipping, Receiving, and Traffic Clerks	27%
Legal Secretaries	25%
Preschool Teachers (Except Special Education)	22%

<b>Percent hiring through the Internet</b>	
<b>Occupation</b>	<b>%</b>
Vocational Instructor	78%
Insurance Clerks (Claims and Policy Processing)	77%
New Accounts Clerks	73%
Tellers	71%
Production, Planning, and Expediting Clerks	67%

<b>Percent hiring through the Newspaper</b>	
<b>Occupation</b>	<b>%</b>
Social and Human Service Assistants	67%
Certified Nursing Assistants	50%
Helpers of Installation, Maintenance, and Repair Workers	50%
Tank Car, Truck, and Ship Loaders	50%
Vehicle and Equipment Cleaners	50%

<b>Percent hiring through Referrals/Word of Mouth</b>	
<b>Occupation</b>	<b>%</b>
Automotive Body and Related Repairers	86%
Production, Planning, and Expediting Clerks	83%
Personal and Home Care Aides	83%
Pharmacy Technicians	80%
Real Estate Sales Agents	80%

<b>Percent hiring through Unsolicited Walk-Ins</b>	
<b>Occupation</b>	<b>%</b>
Dishwashers	100%
Hosts and Hostesses	91%
Fast Food Cooks	88%
Service Station Attendants	80%
Waiters and Waitresses	78%

**BENEFITS**

For each surveyed occupation employers were asked to report the benefits provided. Over all surveyed occupations the most commonly provided benefit was ‘Medical,’ with employers providing this benefit for 77% of surveyed occupations.

The table below shows the occupations for which 100% of surveyed employers provided medical benefits. The list is typified by professional level occupations as well as higher skill/wage occupations.

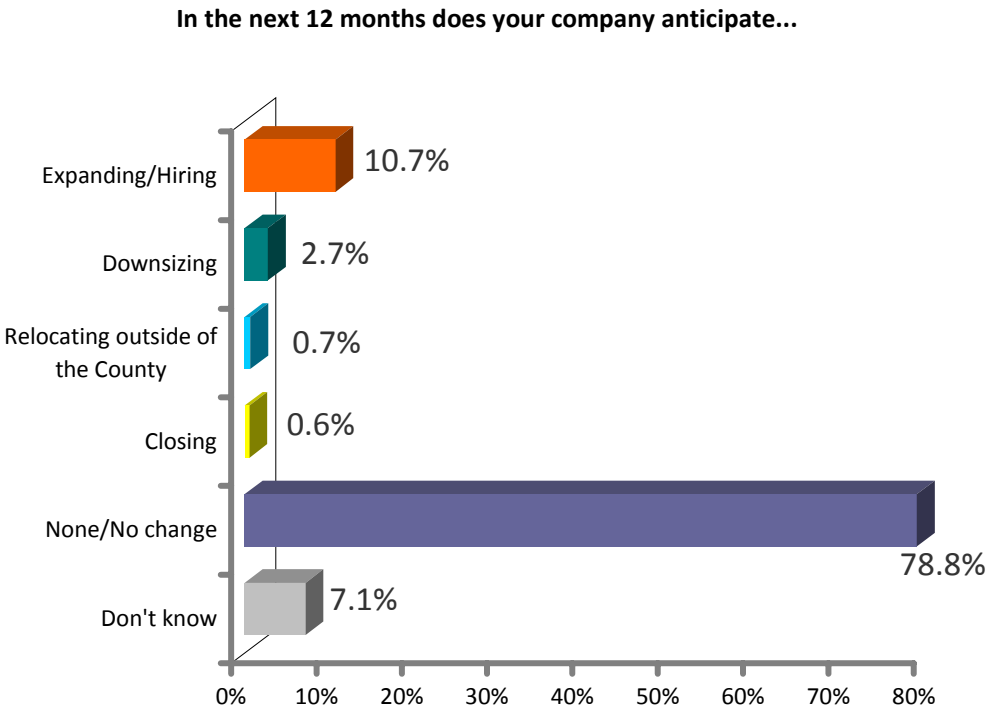
<b>Percent of Employers Providing Medical Benefits</b>	
<b>Occupation</b>	<b>%</b>
Automotive Body and Related Repairers	100%
Counselors	100%
Executive Secretaries and Administrative Assistants	100%
Forklift Operators (Industrial Truck and Tractor)	100%
Kindergarten Teachers (Except Special Education)	100%
Legal Secretaries	100%
Licensed Practical and Licensed Vocational Nurses	100%
Loan Clerks and Interviewers	100%
Medical Records and Health Information Technicians	100%
Paralegals and Legal Assistants	100%
Production, Planning, and Expediting Clerks	100%
Registered Nurses (Nurse Practitioners)	100%
Shop Supervisors or Field Supervisors	100%
Social and Human Service Assistants	100%
Vehicle Salespersons	100%

**BUSINESS SPECIFIC QUESTIONS**

In order to gather the information necessary for the City of Riverside to make planning decisions and assist businesses, surveyed businesses were asked a series of questions designed to assess such areas as plans to expand or downsize (and reasons for doing so), ratings of the business climate, concerns and challenges for doing business, barriers to growth, and use, effectiveness, and knowledge of available energy programs.

**PLANS TO EXPAND/DOWNSIZE/RELOCATE**

As shown in the figure below, the great majority of surveyed businesses (78.8%) projected no changes in the next 12 months. About 11% of employers reported plans to expand or hire. Less than 1% reported plans to downsize, and a similar percentage reported plans to close or relocate outside of the County.<sup>67</sup>



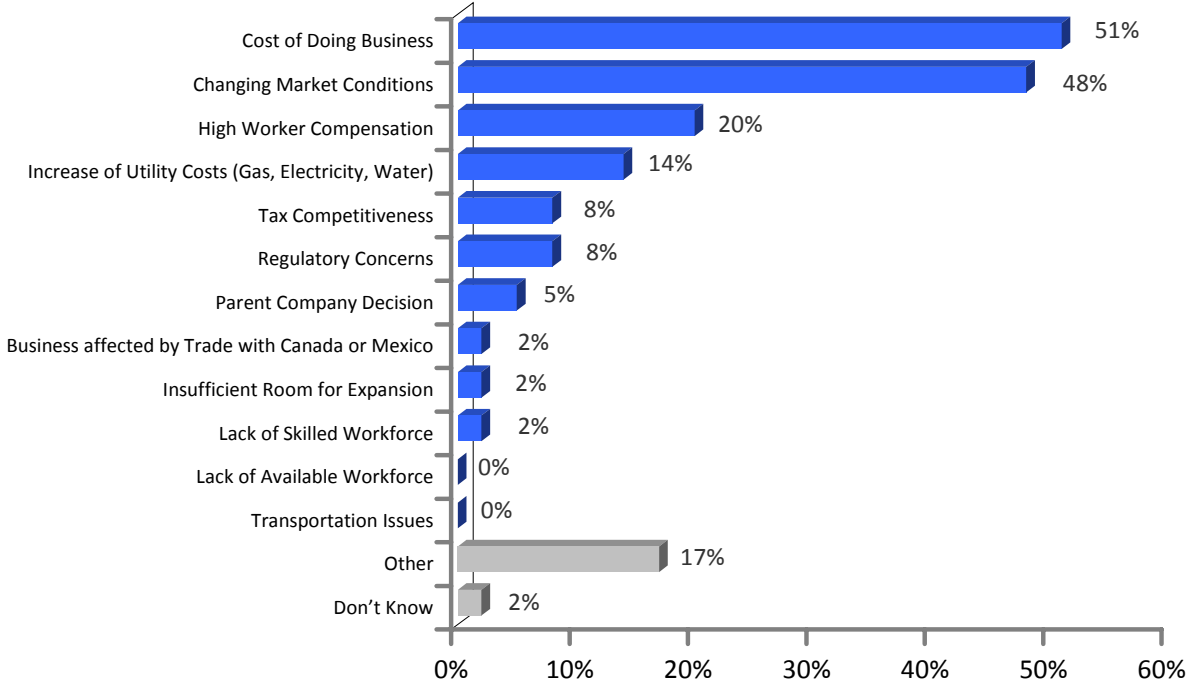
<sup>6</sup> Businesses were permitted to choose more than one answer.

<sup>7</sup> A list of businesses reporting possible plans to relocate , close, or downsize is provided in Appendix B.

**REASONS FOR DOWNSIZING OR CLOSING**

Businesses that reported they anticipated relocating, downsizing or closing in the next 12 months (35 businesses) were asked to choose from a list of possible reasons for their anticipated action. As shown, the most commonly reported reason was 'cost of doing business' (51%) followed by 'changing market conditions' (48%)<sup>8</sup>

**If relocating, downsizing or closing, what are the reasons?**

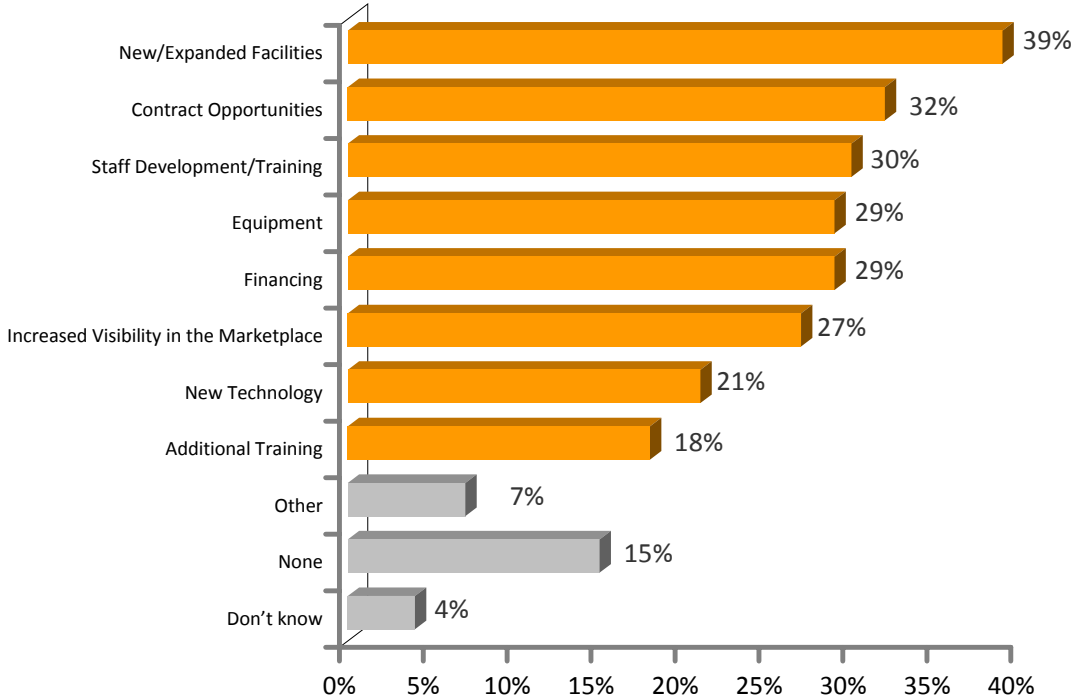


<sup>8</sup> Businesses were permitted to choose more than one answer.

**HELP WITH EXPANSION**

Businesses that stated they would be expanding in the next 12 months were asked to report what resources or aid would help with their expansion. Of the 94 surveyed businesses reporting plans to expand, 39% cited a need for 'new/expanded facilities,' and 32% reported a need for 'contract opportunities.'<sup>9</sup>

**If expanding, which of the following do you expect to need?**



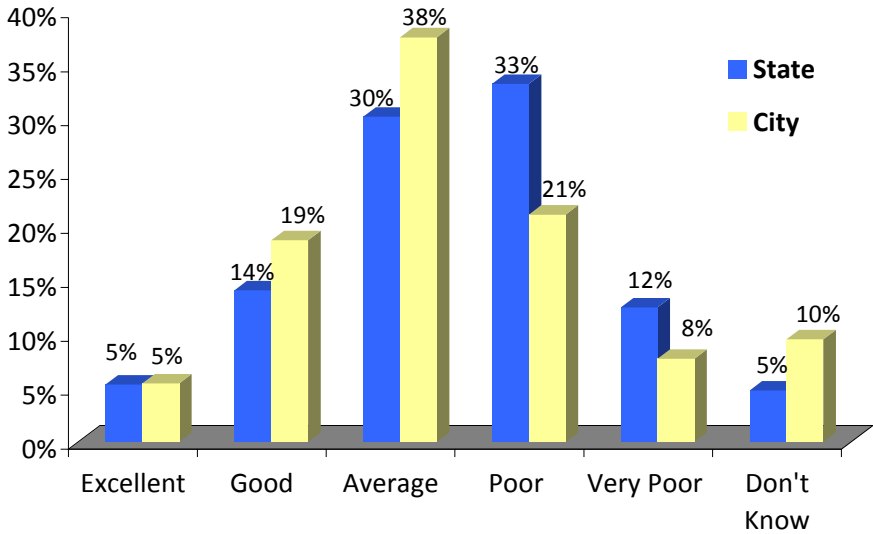
<sup>9</sup> Businesses were permitted to choose more than one answer.



**RATINGS OF BUSINESS CLIMATE**

Surveyed employers were asked to rate the overall business climate of both the City of Riverside and the State of California. As compared with the State of California, employers were relatively optimistic regarding the business climate. While there were no differences in terms of those rating the business climate as 'excellent,' a larger proportion of employers reported the climate for the City of Riverside to be 'Good' or 'Average' as compared with the State of California as whole.

**How would you rate the overall business climate of the State/City?**



Business climate ratings by industry are provided in the table below. For ease of examination, the categories of ‘excellent’ and ‘good’ have been combined as well as the categories ‘poor and ‘very poor.’ The industry with the least favorable ratings for City or State was Business Services. Fewer surveyed employers in this industry rated the business climate as ‘excellent or good’ and the largest proportion of any industry rated the climate for the City as ‘poor or very poor.’

	<b>City Excellent or Good</b>	<b>State</b>	<b>City Poor or Very Poor</b>	<b>State</b>
ALL	24%	19%	29%	45%
Business Services	21%	9%	42%	57%
Construction	15%	5%	31%	52%
Education	24%	15%	27%	54%
Finance	26%	21%	26%	52%
Health Services	24%	20%	21%	32%
Manufacturing	18%	14%	20%	57%
Retail	24%	25%	28%	37%
Services	24%	16%	30%	48%
Transportation/Utilities	18%	12%	31%	49%
Wholesale	18%	9%	34%	54%

Business climate ratings by company size are provided in the table below.<sup>10</sup> With the exception of the 250–499 employee segment which had higher than average ratings, the ratings for the business climate in the City of Riverside were somewhat similar across companies of different sizes. No companies with 500-999 employees reported the State business climate to be ‘Excellent or Good.’

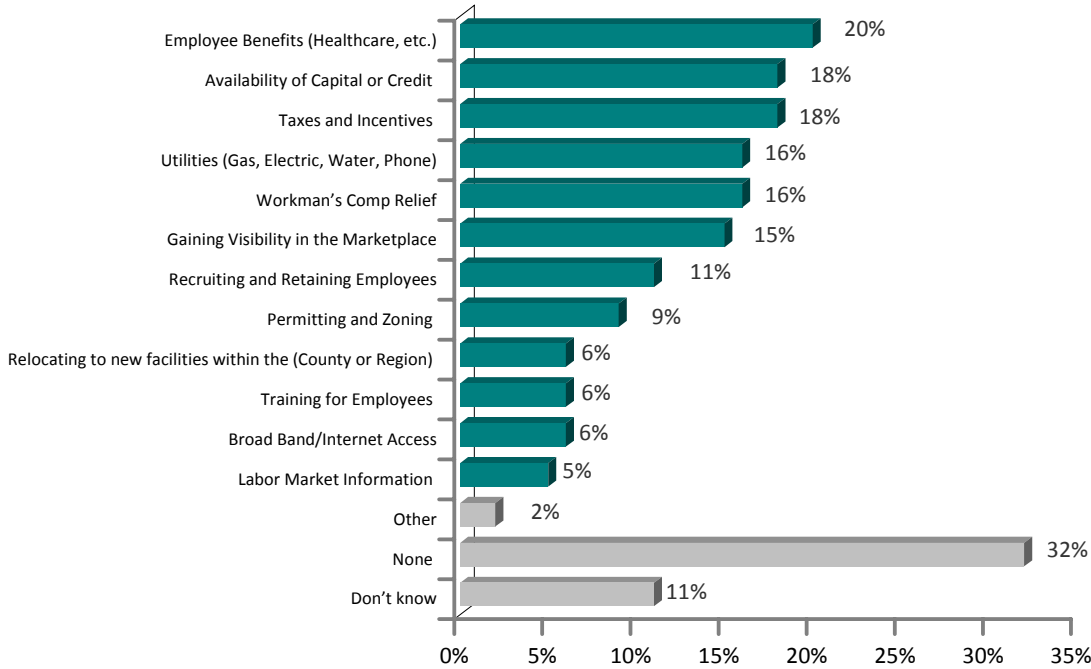
<b># of Employees</b>	<b>City Excellent or Good</b>	<b>State</b>	<b>City Poor or Very Poor</b>	<b>State</b>
500-999	25%	0%	25%	25%
250-499	44%	11%	22%	55%
100-249	27%	24%	13%	47%
50-99	22%	24%	29%	38%
20-49	27%	18%	20%	37%
10-19	24%	19%	28%	45%
5-9	20%	17%	32%	49%

<sup>10</sup> There were two few companies in the ‘1,000+’ employee category to include in the analysis.

**KEY CONCERNS AND CHALLENGES**

Surveyed employers were asked which of a list of issues represented key concerns or challenges.<sup>11</sup> The most commonly provided responses were ‘employee benefits’ with 20% of employers reporting this area as a concern. This was followed by ‘availability of capital or credit’ and ‘taxes and incentives’ (both at 18%). It is notable that 32% of surveyed business reported they had no concerns or challenges.

**Which of the following business issues are currently key concerns or challenges for your business?**



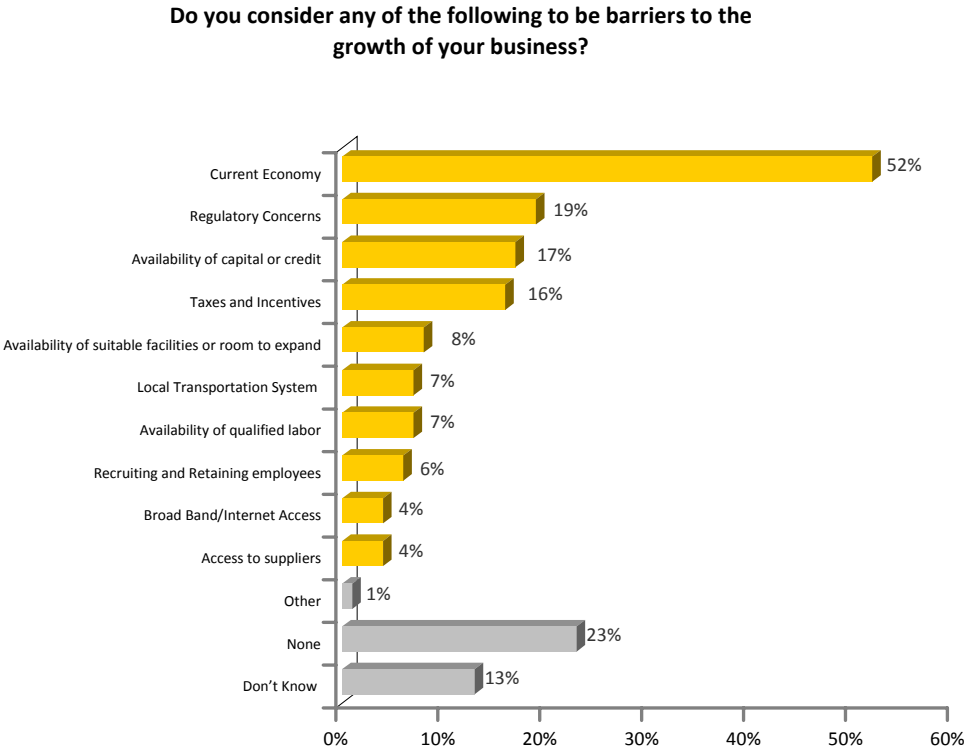
The table below displays the most commonly provided key concerns or challenges for companies of different sizes. Larger companies were more likely to report ‘Workman’s Comp Relief’ as a key concern, while smaller firms were more concerned with issues related to ‘Employee Benefits’ or ‘Availability of Capital or Credit.’

# of employees	Most commonly provided answer to list of 'key concerns and challenges'	% of employers
500-999	Availability of Capital or Credit	25%
500-999	Workman’s Comp Relief	25%
250-499	Workman’s Comp Relief	33%
100-249	Workman’s Comp Relief	30%
50-99	Employee Benefits (Healthcare, etc.)	23%
20-49	Employee Benefits (Healthcare, etc.)	21%
10-19	Employee Benefits (Healthcare, etc.)	23%
5-9	Availability of Capital or Credit	23%

<sup>11</sup> Businesses were permitted to choose more than one answer.

**BARRIERS TO GROWTH**

Businesses were asked to report possible barriers to the growth of their business. As shown, by far the most commonly reported barrier was the (state of) the current economy, with 52% of surveyed employers reporting this barrier.



To further explore the employer perceptions of the current economy as a barrier to growth, the tables below provide the proportion of employers responding that the current economy was a barrier by industry and company size.

The industry most likely to report the current economy as a barrier to growth was Business Services with 57% of employers endorsing this choice. The Construction and Education industries were also likely to report the current economy as a barrier to growth. There was no clear trend for companies of different sizes, although firms with between 250-499 employees were the most likely to report the current economy as a barrier to growth.

**Percent of employers reporting the 'Current Economy' as a Barrier to Growth by Industry**

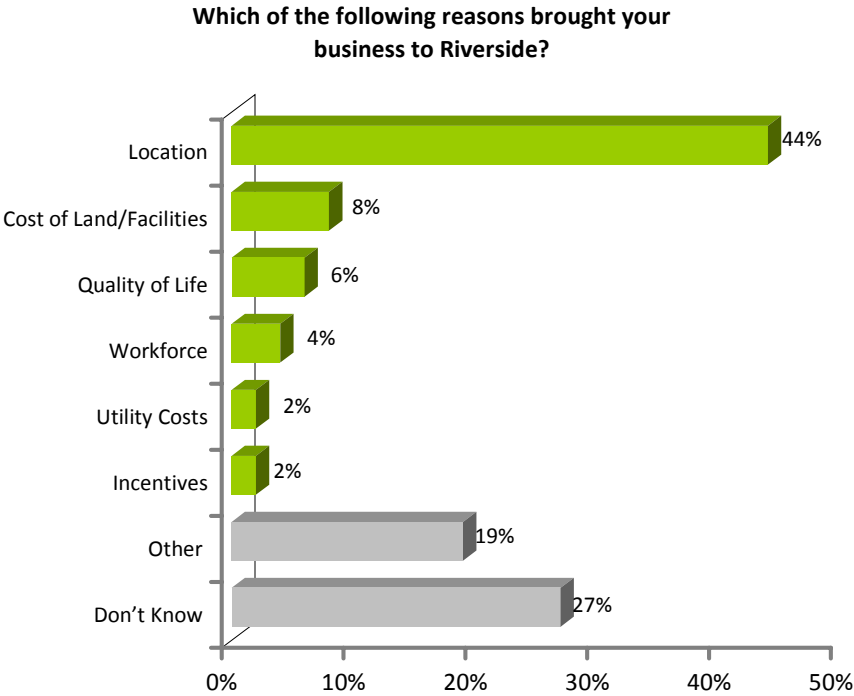
Industry	% of employers
Business Services	57%
Construction	63%
Education	66%
Finance	45%
Health Services	45%
Manufacturing	61%
Retail	52%
Services	49%
Transportation/Utilities	53%
Wholesale	59%

**Percent of employers reporting the 'Current Economy' as a Barrier to Growth by Company Size**

Company size	% of employers
500-999	50%
250-499	66%
100-249	41%
50-99	51%
20-49	54%
10-19	53%
5-9	51%

**REASONS FOR BRINGING YOUR BUSINESS TO RIVERSIDE**

Surveyed businesses were asked to report why they brought their business to the City of Riverside. As shown, the great majority of employers report the 'location' was the biggest factor.



Analysis by industry and company size reveals few differences by industry. Retail was the industry most likely to report location as a reason for bringing their business to the City of Riverside. There is a trend for smaller companies to be more likely to report that location was a reason to have brought their business to the City of Riverside.

**Percent of employers reporting 'location' as a reason for doing business in Riverside by industry**

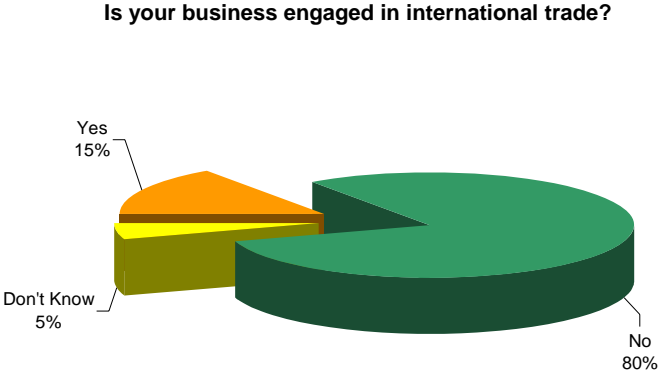
Industry	% of employers
Business Services	45%
Construction	42%
Education	45%
Finance	45%
Health Services	38%
Manufacturing	42%
Retail	48%
Services	42%
Transportation/Utilities	31%
Wholesale	47%

**Percent of employers reporting 'location' as a reason for doing business in Riverside by company size**

Company size	% of employers
500-999	25%
250-499	22%
100-249	33%
50-99	30%
20-49	33%
10-19	35%
5-9	41%

**INTERNATIONAL TRADE**

Surveyed businesses were asked if their business engaged in international trade. As shown, 15% of surveyed businesses reported they did engage in this type of trade.



Analysis by industry and company size reveals the Manufacturing industry as the most likely to engage in international trade, followed by the Wholesale industry.

**Percent engaging in international trade by industry**

<b>Industry</b>	<b>% of employers</b>
Business Services	24%
Construction	5%
Education	15%
Finance	10%
Health Services	0%
Manufacturing	48%
Retail	16%
Services	6%
Transportation/Utilities	21%
Wholesale	35%

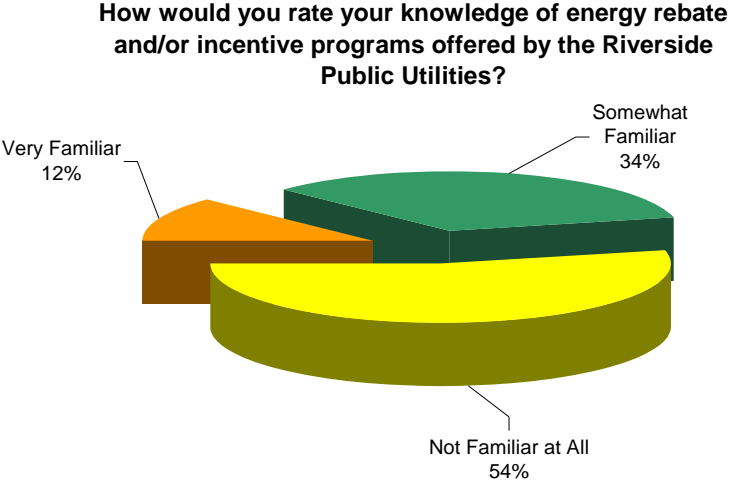
**Percent engaging in international trade by company size**

<b>Company size</b>	<b>% of employers</b>
500-999	25%
250-499	66%
100-249	27%
50-99	14%
20-49	19%
10-19	15%
5-9	11%

There is a trend for smaller companies to be less likely to engage in international trade, although the trend is not consistent as company size increases.

**KNOWLEDGE OF RIVERSIDE PUBLIC UTILITIES PROGRAMS**

Surveyed businesses were asked to rate their knowledge of energy rebate and/or incentive programs offered by Riverside Public Utilities. As shown, 12% of employers were familiar with these programs.



Analysis by industry reveals no clear trend, although the Retail and Finance industries had the highest proportion of employers reporting unfamiliarity with the programs.

**Percent of employers 'not familiar' with Riverside Utility Programs by industry**

Industry	% of employers
Business Services	57%
Construction	52%
Education	30%
Finance	60%
Health Services	56%
Manufacturing	48%
Retail	62%
Services	43%
Transportation/Utilities	59%
Wholesale	53%

**Percent of employers 'not familiar' with Riverside Utility Programs by company size**

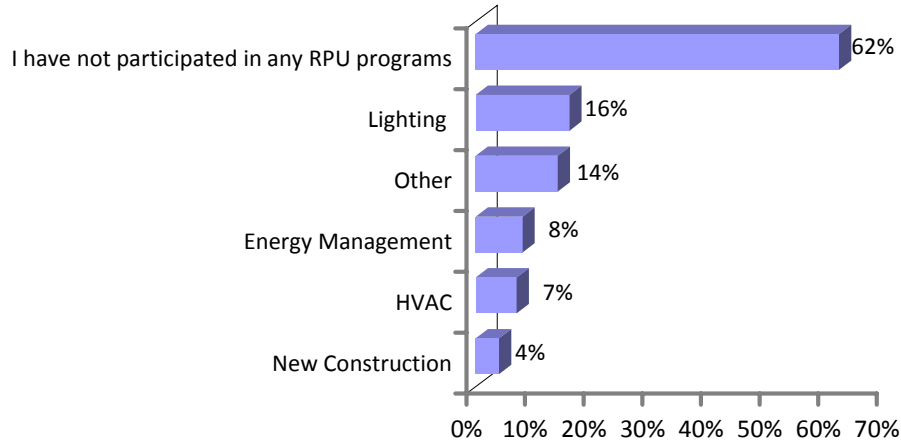
Company size	% of employers
500-999	80%
250-499	37%
100-249	55%
50-99	50%
20-49	51%
10-19	57%
5-9	53%

For companies of different sizes, companies with between 500-999 employees were the most likely to be unfamiliar with the programs; however, businesses in the next category down (250-499) were the least likely to be unfamiliar with the programs.

**PARTICIPATION IN RIVERSIDE PUBLIC UTILITIES PROGRAMS**

Surveyed businesses were asked which of a list of Riverside Public Utilities programs they had participated in. Overall, the lighting program was the most commonly reported (16% of employers participating). 62% of employers reported they had not participated in any program.

**Which of the following Riverside Public Utilities programs have you participated in?**



**Most commonly reported Riverside Public Utility program participated in by industry**

Industry	Category	% of employers
Business Services	Lighting	15%
Construction	Lighting	10%
Education	New construction	18%
Finance	Lighting/HVAC	10%
Health Services	Lighting	20%
Manufacturing	Lighting	21%
Retail	Lighting	15%
Services	Lighting	19%
Transportation/Utilities	Lighting	6%
Wholesale	Lighting	16%

**Most commonly reported Riverside Public Utility program participated in by company size**

Company size	Category	% of employers
500-999	New Construction/Lighting	25%
250-499	Lighting	44%
100-249	Lighting	22%
50-99	Lighting	23%
20-49	Lighting	12%
10-19	Lighting	15%
5-9	Lighting	16%

The tables present the most commonly chosen response for each industry and company size, and the percent of employers who used the program.

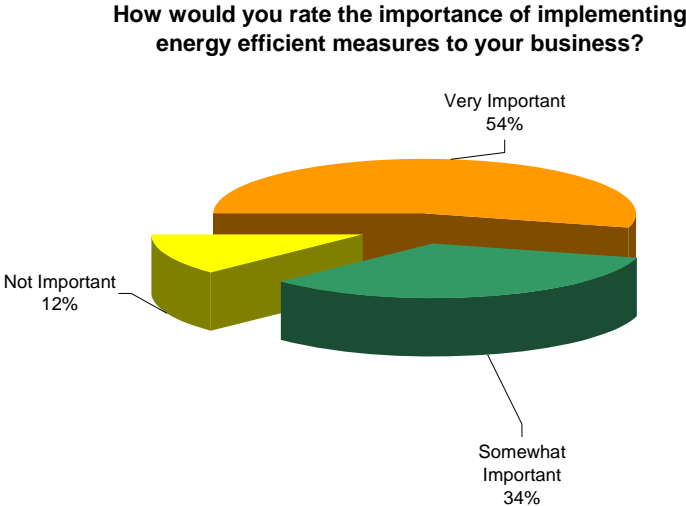
All industries most commonly used the 'lighting' program, with the exception of the Education industry employers who most commonly reported utilizing the 'new construction' program, and the Finance industry that utilized both the 'lighting' and the 'HVAC' programs

Companies of all sizes most commonly utilized the 'lighting' program, although companies of 500-999 employees also utilized the 'new construction' program.



**THE IMPORTANCE OF IMPLEMENTING ENERGY EFFICIENT MEASURES**

Surveyed businesses were asked to rate the importance of implementing energy efficient measures to their business. Over half of surveyed employers (54%) reported such implementation to be ‘very important.’



The tables below present the percentage of employers reporting energy efficient measures to be very important to their business by industry and company size. The Health Services industry had the highest proportion of employers (64%) who felt energy efficient measures to be very important. There was no clear trend for company size, although mid-sized companies (50–249 employees) were most likely to report energy efficient measures to be very important.

**Percent of employers reporting 'energy efficient measures' as very important to their business by industry**

Industry	% of employers
Business Services	39%
Construction	42%
Education	42%
Finance	41%
Health Services	64%
Manufacturing	48%
Retail	58%
Services	51%
Transportation/Utilities	50%
Wholesale	52%

**Percent of employers reporting 'energy efficient measures' as very important to their business by company size**

Company size	% of employers
500-999	62%
250-499	44%
100-249	69%
50-99	69%
20-49	48%
10-19	54%
5-9	50%

## **4. APPENDICES**

Appendix A: Survey Questions

Appendix B: List of Businesses Possibly Relocating, Closing, or Downsizing

Appendix C: Occupation Level Data Tables

Appendix D: Profile of Surveyed Businesses

**APPENDIX A: SURVEY QUESTIONS****City of Riverside City-Wide Business Survey 2010  
Survey Questions****Contact Verification**

- 1.) Currently, how many employees do you have at this location?
- 2.) How many do you expect to have at this time next year?
- 3.) May I have your name?
- 4.) May I have your title?
- 5.) Email collection

**Staffing Questions**

- 6.) How many <occupation> do you have?
- 7.) How many will you need to hire in the next 90 days?
- 8.) How many do you expect to have at this time next year?
- 9.) What is the annual turnover for this occupation?
- 10.) Have I missed any occupations you employ?

**Occupational Specific Questions**

- 11.) How long does it take to fill a vacancy for experienced <occupation>?
  - Less than 2 weeks
  - Two to 4 weeks
  - 1-3 months
  - 3-6 months
  - More than 6 months
  - Don't know
  - Don't hire experienced
  
- 12.) How long does it take to fill a vacancy for a non-experienced <occupation>?
  - Less than 2 weeks
  - Two to 4 weeks
  - 1-3 months
  - 3-6 months
  - More than 6 months
  - Don't know
  - Don't hire non-experienced

13.) How much work experience do you require for this occupation?

- None
- Under 3 months
- 3 to under 6 months
- 6 months to under 12 months
- 1 to under 2 years
- 2 to under 4 years
- 4 to under 10 years
- 10 years or more
- Don't know

14.) Do you require an occupational license or certification for this occupation?

- Yes
- No
- Don't know

15.) What is the PREFERRED education level for this occupation?

- None
- High school/GED
- License / Certification
- Some college
- Associate degree
- BS/BA
- Graduate degree or above
- Don't know

16.) For this occupation, do you employ?

Temporary workers:	Yes	No	Don't know
High school students:	Yes	No	Don't know
Seasonal:	Yes	No	Don't know
Interns/apprentice:	Yes	No	Don't know
Welfare-to-Work participants:	Yes	No	Don't know
Workers ages 14-21	Yes	No	Don't know

17.) Which of the following recruitment methods have been effective for **<occupation>**?

- Newspaper
- Hire from within
- Referrals/word-of-mouth
- Unsolicited walk-ins
- Local One-Stop Centers /State employment services
- School placement offices
- Recruiters
- Internet
- Other
- None
- Don't know

18.) What standard employee benefits do you provide for this occupation? Choose ALL that apply...

- Medical
- Dental
- Pension program
- 401k SAR/SEP (401K program for small businesses)
- Stock options
- Paid Vacations and Holidays
- Tuition reimbursement
- Child care
- Other
- None
- Don't Know

19.) Do employees in all your occupations get similar benefits?

- Yes
- No
- Don't know

20.) What is the starting salary range for a **NON-EXPERIENCED** **<occupation>**?

21.) What is the starting salary range for **EXPERIENCED** **<occupation>**?

### Supplemental Survey Questions NON-OCCUPATION Specific

1. In the next twelve (12) months, does your company anticipate any of the following...

- Expansion
- Downsizing
- Relocation outside of the Region
- Closing
- None / No change
- Don't know

2. If the employer stated that they are anticipating **Relocating, Downsizing, or Closing**, we will ask:

You stated that your company anticipates Relocating, Downsizing, or Closing would that be because? (Select all that apply)

- Changing Market Conditions
- Increase of Utility Costs (Gas, Electricity, Water)
- High Worker Compensation
- Business affected by Trade with Canada or Mexico
- Tax Competitiveness
- Cost of Doing Business
- Insufficient Room for Expansion
- Regulatory Concerns
- Lack of Skilled Workforce
- Lack of Available Workforce
- Parent Company Decision
- Transportation Issues
- Other
- Don't Know

3. If the employer stated that they are anticipating **Expanding**, we will ask:

You stated that your company anticipates Expanding, which of the following do you expect to need? (Select all that apply)

- New/Expanded Facilities
- Equipment
- Financing
- Increased Visibility in the Marketplace
- Contract Opportunities
- New Technology
- Staff Development/Training
- Additional Training
- Other
- None
- Don't know

4. How would rate the overall Business Climate in the **State**?

- Excellent
- Good
- Average
- Poor
- Very Poor
- Don't Know

5. How would rate the overall Business Climate in the **City**?

- Excellent
- Good
- Average
- Poor
- Very Poor
- Don't Know

## 6. Which of the following business issues are currently key concerns or challenges for your business? (select all that apply)

- Recruiting and Retaining Employees
- Relocating to new facilities within the (County or Region)
- Availability of Capital or Credit
- Gaining Visibility in the Marketplace
- Labor Market Information
- Training for Employees
- Utilities (Gas, Electric, Water, Phone)
- Broad Band/Internet Access
- Workman's Comp Relief
- Permitting and Zoning
- Taxes and Incentives
- Employee Benefits (Healthcare, etc.)
- Other
- None
- Don't know

7. Do you consider any of the following to be barriers to the GROWTH of your business? (Select all that apply)?

- Availability of capital or credit
- Recruiting and Retaining employees
- Local Transportation System
- Broad Band/Internet Access
- Availability of suitable facilities or room to expand
- Access to suppliers
- Availability of qualified labor
- Taxes and Incentives
- Regulatory Concerns
- Current Economy
- Other
- None
- Don't Know

8. Which of the following reasons brought your business to Riverside? (Select all that apply)

- Utility Costs
- Cost of Land/Facilities
- Quality of Life
- Location
- Incentives
- Workforce
- Other
- Don't Know

9. Is your business engaged in international trade?

- Yes
- No
- Don't Know

10. How would rate your knowledge of energy rebate and/or incentive programs offered by the Riverside Public Utilities.

- Very Familiar
- Somewhat Familiar
- Not Familiar at All



11. Which of the following Riverside Public Utilities programs have you participated in (Select all that apply)?

- Lighting
- HVAC
- Energy Management
- New Construction
- Other
- I have not participated in any RPU programs

12. How would you rate the importance of implementing energy efficiency measures to your business?

- Very Important
- Somewhat Important
- Not Important

**APPENDIX C: OCCUPATION LEVEL DATA TABLES***How long does it take to fill a vacancy for a <occupation>?*

<b>Occupation</b>	<b>Days to hire an experienced worker</b>	<b>Days to hire an experienced worker</b>	<b># surveyed</b>
Administrative Services/Office Managers	53	68	66
Automotive Body and Related Repairers	0	55	12
Automotive Mechanics and Technicians	11	18	18
Bartenders	7	10	12
Bookkeeping, Accounting, and Auditing Clerks	38	46	59
Cashiers	16	17	40
Certified Nursing Assistants	9	8	11
Child Care Workers	14	32	13
Counselors	7	31	13
Counter and Rental Clerks	16	26	13
Customer Service / Call Center Representatives	28	30	20
Dental Assistants	31	37	21
Dental Hygienists	7	61	11
Dishwashers	7	8	24
Dispatchers (Except Police, Fire, and Ambulance)	21	30	9
Executive Secretaries and Administrative Assistants	62	41	15
Fast Food Cooks	33	44	11
Fast Food Counter Workers	17	20	18
First-Line Administrative Support Supervisors	34	113	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	7	43	11
Food Preparation Workers	19	25	18
Food Service Supervisors	14	68	18
Foremen of Helpers, Laborers, and Material Movers	11	45	11
Foremen of Production and Operating Workers	7	18	10
Forklift Operators (Industrial Truck and Tractor)	9	10	17
Freight, Stock, and Material Movers (Hand Laborers)	21	21	30
General and Operations Managers	7	60	31
General Maintenance and Repair Workers	58	43	36
General Office Clerks	16	18	18
Hairdressers, Hairstylists, and Cosmetologists	7	18	7
Hand Packers and Packagers	10	12	8
Heavy and Tractor-Trailer Truck Drivers	0	20	16
Helpers of Installation, Maintenance, and Repair Workers	7	9	11
Hosts and Hostesses	8	8	12
Insurance Clerks (Claims and Policy Processing)	7	70	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	14	14	25
Kindergarten Teachers (Except Special Education)	96	23	11
Landscaping and Groundskeeping Workers	18	22	13
Legal Secretaries	62	75	11

Occupation	Days to hire an experienced worker	Days to hire an experienced worker	# surveyed
Licensed Practical and Licensed Vocational Nurses	7	31	14
Loan Clerks and Interviewers	11	55	8
Loan Officers and Counselors	41	42	7
Machinists	67	84	10
Master Mechanics, (Automotive)	7	49	10
Medical Assistants	31	31	19
Medical Records and Health Information Technicians	7	11	15
Medical Secretaries	24	19	13
New Accounts Clerks	11	49	13
Order Clerks	19	19	30
Painters and Paperhangers	7	38	5
Paralegals and Legal Assistants	21	34	11
Parts Salespersons	58	22	27
Payroll and Timekeeping Clerks	48	46	26
Personal and Home Care Aides	16	25	7
Pharmacy Technicians	0	38	6
Preschool Teachers (Except Special Education)	7	39	10
Procurement Clerks	16	20	6
Production, Planning, and Expediting Clerks	14	73	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	21	57	8
Real Estate Sales Agents	150	95	6
Receptionists (and Information Clerks)	18	12	39
Registered Nurses (Nurse Practitioners)	24	48	17
Restaurant Cooks	18	20	19
Retail Sales Managers	20	27	35
Sales Managers	48	31	18
Sales Representatives	89	79	21
Salespersons (Retail)	25	23	33
Secretaries (Except Legal, Medical, and Executive)	17	29	57
Service Station Attendants	18	20	10
Shipping, Receiving, and Traffic Clerks	7	41	25
Shop Supervisors or Field Supervisors	0	86	16
Short Order Cooks	7	14	9
Social and Human Service Assistants	21	71	10
Stock Clerks And Order Fillers	26	26	35
Tank Car, Truck, and Ship Loaders	7	7	6
Tellers	18	25	13
Tire Repairers and Changers	20	20	13
Truck Drivers, Light Or Delivery Services	21	25	33
Vehicle and Equipment Cleaners	7	9	8
Vehicle Salespersons	7	7	7
Vocational Instructor	62	57	11
Waiters and Waitresses	11	23	18

*How much work experience do you require for this occupation?*

Occupation	Most Common Answer	None	Under 3 months	3 to under 6 months	6 months to under 12 months	1 to under 2 years	2 to under 4 years	4 to under 10 years	10 years or more	Don't know	# surveyed
Administrative Services/Office Managers	None	26%	0%	0%	9%	26%	22%	13%	0%	4%	66
Automotive Body and Related Repairers	4 to under 10 years	0%	0%	0%	0%	14%	29%	43%	14%	0%	12
Automotive Mechanics and Technicians	1 to under 2 years	19%	0%	0%	0%	38%	25%	12%	0%	6%	18
Bartenders	None	38%	0%	0%	0%	25%	25%	0%	0%	12%	12
Bookkeeping, Accounting, and Auditing Clerks	2 to under 4 years	8%	0%	8%	8%	20%	28%	20%	4%	4%	59
Cashiers	None	67%	7%	23%	3%	0%	0%	0%	0%	0%	40
Certified Nursing Assistants	None	50%	0%	25%	12%	0%	0%	12%	0%	0%	11
Child Care Workers	6 to under 12 months	0%	0%	8%	42%	25%	8%	17%	0%	0%	13
Counselors	1 to under 2 years	8%	0%	8%	8%	50%	8%	17%	0%	0%	13
Counter and Rental Clerks	None	40%	0%	0%	10%	40%	0%	10%	0%	0%	13
Customer Service / Call Center Representatives	None	62%	0%	8%	0%	15%	15%	0%	0%	0%	20
Dental Assistants	1 to under 2 years	5%	0%	10%	20%	55%	10%	0%	0%	0%	21
Dental Hygienists	2 to under 4 years	22%	11%	0%	0%	22%	33%	11%	0%	0%	11
Dishwashers	None	73%	9%	18%	0%	0%	0%	0%	0%	0%	24
Dispatchers (Except Police, Fire, and Ambulance)	1 to under 2 years	0%	0%	0%	0%	43%	43%	0%	0%	14%	9
Executive Secretaries and Administrative Assistants	2 to under 4 years	0%	0%	0%	0%	17%	83%	0%	0%	0%	15
Fast Food Cooks	None	38%	12%	25%	0%	25%	0%	0%	0%	0%	11
Fast Food Counter Workers	None	67%	7%	13%	7%	7%	0%	0%	0%	0%	18
First-Line Administrative Support Supervisors	1 to under 2 years	0%	0%	0%	0%	30%	30%	10%	10%	20%	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	4 to under 10 years	14%	0%	0%	14%	0%	29%	43%	0%	0%	11
Food Preparation Workers	None	69%	0%	15%	8%	8%	0%	0%	0%	0%	18
Food Service Supervisors	None	29%	0%	14%	0%	29%	14%	0%	0%	14%	18
Foremen of Helpers, Laborers, and Material Movers	2 to under 4 years	11%	0%	0%	11%	22%	44%	11%	0%	0%	11
Foremen of Production and Operating Workers	2 to under 4 years	0%	0%	0%	17%	17%	33%	17%	17%	0%	10
Forklift Operators (Industrial Truck and Tractor)	1 to under 2 years	17%	0%	25%	17%	33%	8%	0%	0%	0%	17
Freight, Stock, and Material Movers (Hand Laborers)	None	33%	4%	17%	17%	21%	8%	0%	0%	0%	30
General and Operations Managers	1 to under 2 years	10%	0%	0%	10%	30%	30%	10%	0%	10%	31
General Maintenance and Repair Workers	None	25%	0%	4%	17%	21%	17%	12%	0%	4%	36
General Office Clerks	1 to under 2 years	10%	10%	0%	30%	40%	10%	0%	0%	0%	18
Hairdressers, Hairstylists, and Cosmetologists	None	29%	14%	0%	14%	29%	0%	14%	0%	0%	7
Hand Packers and Packagers	None	80%	0%	0%	0%	0%	20%	0%	0%	0%	8
Heavy and Tractor-Trailer Truck Drivers	2 to under 4 years	0%	0%	0%	0%	27%	64%	9%	0%	0%	16
Helpers of Installation, Maintenance, and Repair Workers	1 to under 2 years	17%	0%	17%	0%	67%	0%	0%	0%	0%	11
Hosts and Hostesses	None	73%	9%	0%	9%	9%	0%	0%	0%	0%	12
Insurance Clerks (Claims and Policy Processing)	1 to under 2 years	8%	0%	0%	0%	62%	23%	8%	0%	0%	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	None	45%	0%	9%	9%	27%	9%	0%	0%	0%	25
Kindergarten Teachers (Except Special Education)	6 to under 12 months	0%	17%	0%	33%	33%	17%	0%	0%	0%	11
Landscaping and Groundskeeping Workers	None	44%	22%	11%	0%	22%	0%	0%	0%	0%	13

Occupation	Most Common Answer	None	Under 3 months	3 to under 6 months	6 months to under 12 months	1 to under 2 years	2 to under 4 years	4 to under 10 years	10 years or more	Don't know	# surveyed
Legal Secretaries	1 to under 2 years	0%	0%	0%	0%	38%	25%	38%	0%	0%	11
Licensed Practical and Licensed Vocational Nurses	1 to under 2 years	0%	0%	0%	0%	38%	38%	25%	0%	0%	14
Loan Clerks and Interviewers	1 to under 2 years	0%	0%	0%	0%	57%	29%	14%	0%	0%	8
Loan Officers and Counselors	2 to under 4 years	20%	0%	0%	0%	20%	40%	20%	0%	0%	7
Machinists	2 to under 4 years	20%	0%	0%	10%	20%	30%	10%	0%	10%	10
Master Mechanics, (Automotive)	4 to under 10 years	14%	0%	0%	0%	0%	29%	57%	0%	0%	10
Medical Assistants	1 to under 2 years	14%	14%	7%	14%	36%	0%	14%	0%	0%	19
Medical Records and Health Information Technicians	1 to under 2 years	14%	0%	0%	0%	43%	29%	0%	0%	14%	15
Medical Secretaries	6 to under 12 months	11%	0%	0%	44%	33%	11%	0%	0%	0%	13
New Accounts Clerks	1 to under 2 years	9%	0%	18%	0%	55%	9%	0%	0%	9%	13
Order Clerks	None	42%	5%	11%	11%	16%	16%	0%	0%	0%	30
Painters and Paperhangers	1 to under 2 years	0%	20%	0%	0%	40%	20%	20%	0%	0%	5
Paralegals and Legal Assistants	1 to under 2 years	0%	0%	20%	0%	60%	20%	0%	0%	0%	11
Parts Salespersons	None	42%	8%	17%	0%	8%	17%	8%	0%	0%	27
Payroll and Timekeeping Clerks	1 to under 2 years	11%	11%	11%	0%	44%	11%	11%	0%	0%	26
Personal and Home Care Aides	1 to under 2 years	33%	0%	0%	17%	50%	0%	0%	0%	0%	7
Pharmacy Technicians	Under 3 months	0%	20%	20%	0%	20%	0%	20%	0%	20%	6
Preschool Teachers (Except Special Education)	2 to under 4 years	22%	0%	0%	22%	11%	44%	0%	0%	0%	10
Procurement Clerks	1 to under 2 years	0%	0%	0%	0%	100%	0%	0%	0%	0%	6
Production, Planning, and Expediting Clerks	None	33%	0%	0%	0%	17%	33%	17%	0%	0%	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	2 to under 4 years	0%	0%	0%	0%	17%	33%	33%	0%	17%	8
Real Estate Sales Agents	4 to under 10 years	20%	0%	0%	0%	0%	20%	40%	0%	20%	6
Receptionists (and Information Clerks)	None	50%	0%	6%	6%	19%	12%	0%	0%	6%	39
Registered Nurses (Nurse Practitioners)	None	22%	0%	0%	22%	22%	22%	11%	0%	0%	17
Restaurant Cooks	None	50%	8%	0%	0%	25%	17%	0%	0%	0%	19
Retail Sales Managers	2 to under 4 years	25%	0%	12%	19%	12%	31%	0%	0%	0%	35
Sales Managers	1 to under 2 years	20%	0%	10%	0%	50%	0%	20%	0%	0%	18
Sales Representatives	1 to under 2 years	17%	0%	8%	0%	42%	25%	0%	0%	8%	21
Salespersons (Retail)	None	39%	4%	11%	21%	4%	14%	0%	0%	7%	33
Secretaries (Except Legal, Medical, and Executive)	None	33%	4%	8%	21%	21%	4%	8%	0%	0%	57
Service Station Attendants	None	40%	0%	10%	40%	10%	0%	0%	0%	0%	10
Shipping, Receiving, and Traffic Clerks	6 to under 12 months	27%	0%	9%	36%	0%	27%	0%	0%	0%	25
Shop Supervisors or Field Supervisors	2 to under 4 years	0%	0%	0%	0%	0%	50%	33%	17%	0%	16
Short Order Cooks	None	29%	14%	0%	14%	14%	14%	0%	0%	14%	9
Social and Human Service Assistants	1 to under 2 years	0%	0%	0%	17%	33%	17%	17%	17%	0%	10
Stock Clerks And Order Fillers	None	61%	4%	9%	9%	13%	0%	0%	0%	4%	35
Tank Car, Truck, and Ship Loaders	None	33%	0%	0%	0%	33%	33%	0%	0%	0%	6
Tellers	None	43%	0%	14%	14%	29%	0%	0%	0%	0%	13
Tire Repairers and Changers	1 to under 2 years	10%	10%	0%	0%	60%	10%	0%	0%	10%	13
Truck Drivers, Light Or Delivery Services	None	26%	4%	17%	4%	26%	9%	9%	0%	4%	33
Vehicle and Equipment Cleaners	None	83%	0%	0%	17%	0%	0%	0%	0%	0%	8
Vehicle Salespersons	None	43%	0%	0%	0%	29%	29%	0%	0%	0%	7
Vocational Instructor	2 to under 4 years	22%	0%	0%	11%	11%	44%	11%	0%	0%	11
Waiters and Waitresses	6 to under 12 months	0%	11%	11%	33%	22%	22%	0%	0%	0%	18

**What is the PREFERRED education level for this occupation?**

Occupation	Most Common Answer	None	High school/GED	License / Certification	Some college	Associate degree	BS/BA	Graduate degree or above	Don't know	# surveyed
Administrative Services/Office Managers	High school/GED	9%	52%	4%	9%	9%	9%	0%	9%	66
Automotive Body and Related Repairers	None	43%	29%	29%	0%	0%	0%	0%	0%	12
Automotive Mechanics and Technicians	High school/GED	6%	69%	19%	0%	0%	0%	0%	6%	18
Bartenders	High school/GED	25%	75%	0%	0%	0%	0%	0%	0%	12
Bookkeeping, Accounting, and Auditing Clerks	High school/GED	4%	46%	0%	25%	8%	8%	4%	4%	59
Cashiers	High school/GED	40%	60%	0%	0%	0%	0%	0%	0%	40
Certified Nursing Assistants	High school/GED	12%	62%	25%	0%	0%	0%	0%	0%	11
Child Care Workers	High school/GED	17%	33%	8%	33%	8%	0%	0%	0%	13
Counselors	Some college	0%	17%	17%	33%	8%	8%	8%	8%	13
Counter and Rental Clerks	High school/GED	40%	50%	0%	0%	0%	10%	0%	0%	13
Customer Service / Call Center Representatives	None	46%	38%	0%	8%	8%	0%	0%	0%	20
Dental Assistants	License / Certification	15%	15%	60%	10%	0%	0%	0%	0%	21
Dental Hygienists	License / Certification	11%	0%	56%	0%	11%	22%	0%	0%	11
Dishwashers	None	55%	45%	0%	0%	0%	0%	0%	0%	24
Dispatchers (Except Police, Fire, and Ambulance)	High school/GED	14%	71%	0%	14%	0%	0%	0%	0%	9
Executive Secretaries and Administrative Assistants	High school/GED	0%	50%	0%	17%	0%	17%	17%	0%	15
Fast Food Cooks	None	62%	38%	0%	0%	0%	0%	0%	0%	11
Fast Food Counter Workers	None	80%	20%	0%	0%	0%	0%	0%	0%	18
First-Line Administrative Support Supervisors	Associate degree	0%	10%	0%	20%	30%	20%	10%	10%	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	High school/GED	0%	62%	0%	12%	0%	25%	0%	0%	11
Food Preparation Workers	None	54%	31%	8%	0%	0%	0%	0%	8%	18
Food Service Supervisors	High school/GED	14%	86%	0%	0%	0%	0%	0%	0%	18
Foremen of Helpers, Laborers, and Material Movers	High school/GED	22%	67%	0%	0%	0%	11%	0%	0%	11
Foremen of Production and Operating Workers	High school/GED	17%	33%	0%	33%	17%	0%	0%	0%	10
Forklift Operators (Industrial Truck and Tractor)	High school/GED	8%	75%	8%	0%	0%	0%	0%	8%	17
Freight, Stock, and Material Movers (Hand Laborers)	High school/GED	42%	54%	0%	0%	0%	0%	4%	0%	30
General and Operations Managers	High school/GED	10%	60%	0%	20%	0%	10%	0%	0%	31
General Maintenance and Repair Workers	High school/GED	29%	62%	4%	4%	0%	0%	0%	0%	36
General Office Clerks	High school/GED	10%	90%	0%	0%	0%	0%	0%	0%	18
Hairdressers, Hairstylists, and Cosmetologists	None	57%	14%	29%	0%	0%	0%	0%	0%	7
Hand Packers and Packagers	None	75%	25%	0%	0%	0%	0%	0%	0%	8
Heavy and Tractor-Trailer Truck Drivers	High school/GED	0%	73%	27%	0%	0%	0%	0%	0%	16
Helpers of Installation, Maintenance, and Repair Workers	High school/GED	17%	83%	0%	0%	0%	0%	0%	0%	11
Hosts and Hostesses	High school/GED	45%	55%	0%	0%	0%	0%	0%	0%	12
Insurance Clerks (Claims and Policy Processing)	High school/GED	8%	46%	23%	15%	8%	0%	0%	0%	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	High school/GED	36%	55%	0%	0%	0%	0%	0%	9%	25
Kindergarten Teachers (Except Special Education)	BS/BA	0%	0%	17%	17%	0%	67%	0%	0%	11
Landscaping and Groundskeeping Workers	High school/GED	33%	67%	0%	0%	0%	0%	0%	0%	13
Legal Secretaries	High school/GED	12%	62%	0%	25%	0%	0%	0%	0%	11

Occupation	Most Common Answer	None	High school/GED	License / Certification	Some college	Associate degree	BS/BA	Graduate degree or above	Don't know	# surveyed
Licensed Practical and Licensed Vocational Nurses	License / Certification	0%	12%	50%	0%	38%	0%	0%	0%	14
Loan Clerks and Interviewers	High school/GED	14%	29%	14%	29%	0%	14%	0%	0%	8
Loan Officers and Counselors	High school/GED	0%	60%	0%	0%	40%	0%	0%	0%	7
Machinists	High school/GED	30%	70%	0%	0%	0%	0%	0%	0%	10
Master Mechanics, (Automotive)	High school/GED	14%	43%	43%	0%	0%	0%	0%	0%	10
Medical Assistants	License / Certification	14%	21%	57%	0%	7%	0%	0%	0%	19
Medical Records and Health Information Technicians	High school/GED	0%	43%	29%	14%	14%	0%	0%	0%	15
Medical Secretaries	High school/GED	11%	56%	22%	11%	0%	0%	0%	0%	13
New Accounts Clerks	High school/GED	9%	73%	9%	9%	0%	0%	0%	0%	13
Order Clerks	High school/GED	21%	63%	0%	11%	0%	5%	0%	0%	30
Painters and Paperhangers	High school/GED	0%	80%	20%	0%	0%	0%	0%	0%	5
Paralegals and Legal Assistants	BS/BA	20%	0%	20%	0%	20%	40%	0%	0%	11
Parts Salespersons	High school/GED	42%	58%	0%	0%	0%	0%	0%	0%	27
Payroll and Timekeeping Clerks	High school/GED	22%	67%	0%	11%	0%	0%	0%	0%	26
Personal and Home Care Aides	High school/GED	0%	83%	17%	0%	0%	0%	0%	0%	7
Pharmacy Technicians	High school/GED	0%	40%	40%	0%	0%	0%	0%	20%	6
Preschool Teachers (Except Special Education)	Some college	0%	11%	0%	44%	44%	0%	0%	0%	10
Procurement Clerks	None	60%	40%	0%	0%	0%	0%	0%	0%	6
Production, Planning, and Expediting Clerks	High school/GED	0%	83%	0%	17%	0%	0%	0%	0%	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	None	33%	33%	17%	0%	17%	0%	0%	0%	8
Real Estate Sales Agents	High school/GED	0%	60%	40%	0%	0%	0%	0%	0%	6
Receptionists (and Information Clerks)	High school/GED	19%	75%	0%	6%	0%	0%	0%	0%	39
Registered Nurses (Nurse Practitioners)	License / Certification	0%	0%	67%	0%	11%	11%	11%	0%	17
Restaurant Cooks	High school/GED	25%	67%	0%	0%	0%	0%	0%	8%	19
Retail Sales Managers	High school/GED	25%	56%	0%	19%	0%	0%	0%	0%	35
Sales Managers	High school/GED	0%	70%	0%	10%	0%	20%	0%	0%	18
Sales Representatives	High school/GED	25%	42%	0%	17%	8%	0%	8%	0%	21
Salespersons (Retail)	High school/GED	34%	55%	3%	7%	0%	0%	0%	0%	33
Secretaries (Except Legal, Medical, and Executive)	High school/GED	4%	71%	0%	21%	0%	4%	0%	0%	57
Service Station Attendants	High school/GED	40%	60%	0%	0%	0%	0%	0%	0%	10
Shipping, Receiving, and Traffic Clerks	High school/GED	27%	73%	0%	0%	0%	0%	0%	0%	25
Shop Supervisors or Field Supervisors	High school/GED	0%	33%	33%	17%	0%	0%	0%	17%	16
Short Order Cooks	None	71%	29%	0%	0%	0%	0%	0%	0%	9
Social and Human Service Assistants	High school/GED	17%	33%	0%	17%	0%	33%	0%	0%	10
Stock Clerks And Order Fillers	High school/GED	17%	78%	4%	0%	0%	0%	0%	0%	35
Tank Car, Truck, and Ship Loaders	High school/GED	17%	67%	17%	0%	0%	0%	0%	0%	6
Tellers	High school/GED	0%	86%	0%	14%	0%	0%	0%	0%	13
Tire Repairers and Changers	High school/GED	20%	70%	10%	0%	0%	0%	0%	0%	13
Truck Drivers, Light Or Delivery Services	High school/GED	17%	65%	13%	4%	0%	0%	0%	0%	33
Vehicle and Equipment Cleaners	High school/GED	33%	67%	0%	0%	0%	0%	0%	0%	8
Vehicle Salespersons	None	43%	43%	14%	0%	0%	0%	0%	0%	7
Vocational Instructor	High school/GED	0%	44%	22%	11%	0%	22%	0%	0%	11
Waiters and Waitresses	None	67%	33%	0%	0%	0%	0%	0%	0%	18

*For this occupation, do you employ?*

Occupation	Temporary workers	High school students	Seasonal	Interns/ apprentice	Welfare to work participants	Workers ages 14-21	# surveyed
Administrative Services/Office Managers	17%	0%	0%	0%	9%	0%	66
Automotive Body and Related Repairers	14%	14%	57%	0%	14%	43%	12
Automotive Mechanics and Technicians	6%	0%	6%	0%	0%	31%	18
Bartenders	38%	0%	25%	38%	38%	0%	12
Bookkeeping, Accounting, and Auditing Clerks	0%	0%	17%	0%	0%	46%	59
Cashiers	33%	53%	10%	17%	13%	83%	40
Certified Nursing Assistants	38%	0%	0%	0%	25%	0%	11
Child Care Workers	33%	8%	33%	8%	8%	50%	13
Counselors	50%	0%	25%	0%	0%	0%	13
Counter and Rental Clerks	10%	20%	20%	10%	10%	50%	13
Customer Service / Call Center Representatives	8%	46%	23%	38%	8%	38%	20
Dental Assistants	15%	0%	30%	0%	0%	55%	21
Dental Hygienists	0%	0%	22%	0%	0%	44%	11
Dishwashers	0%	20%	0%	10%	10%	30%	24
Dispatchers (Except Police, Fire, and Ambulance)	0%	0%	0%	0%	0%	57%	9
Executive Secretaries and Administrative Assistants	0%	0%	0%	0%	0%	0%	15
Fast Food Cooks	38%	38%	0%	25%	12%	88%	11
Fast Food Counter Workers	20%	73%	0%	7%	20%	87%	18
First-Line Administrative Support Supervisors	20%	0%	10%	0%	0%	0%	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	0%	0%	0%	0%	0%	0%	11
Food Preparation Workers	23%	38%	8%	31%	0%	77%	18
Food Service Supervisors	0%	0%	0%	0%	0%	0%	18
Foremen of Helpers, Laborers, and Material Movers	22%	0%	0%	22%	11%	0%	11
Foremen of Production and Operating Workers	0%	0%	0%	0%	0%	0%	10
Forklift Operators (Industrial Truck and Tractor)	8%	0%	8%	0%	0%	25%	17
Freight, Stock, and Material Movers (Hand Laborers)	33%	12%	8%	17%	12%	50%	30
General and Operations Managers	10%	0%	0%	0%	0%	0%	31
General Maintenance and Repair Workers	8%	0%	8%	4%	8%	38%	36
General Office Clerks	30%	30%	10%	20%	20%	30%	18
Hairdressers, Hairstylists, and Cosmetologists	0%	0%	14%	0%	0%	43%	7
Hand Packers and Packagers	25%	0%	25%	0%	0%	25%	8
Heavy and Tractor-Trailer Truck Drivers	0%	0%	0%	0%	9%	0%	16
Helpers of Installation, Maintenance, and Repair Workers	17%	17%	0%	0%	0%	33%	11
Hosts and Hostesses	18%	55%	0%	18%	9%	73%	12
Insurance Clerks (Claims and Policy Processing)	8%	8%	15%	0%	8%	0%	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	18%	9%	0%	9%	9%	55%	25
Kindergarten Teachers (Except Special Education)	0%	0%	33%	0%	0%	0%	11
Landscaping and Groundskeeping Workers	0%	22%	0%	11%	11%	67%	13
Legal Secretaries	25%	0%	0%	0%	12%	0%	11



Occupation	Temporary workers	High school students	Seasonal	Interns/ apprentice	Welfare to work participants	Workers ages 14-21	# surveyed
Licensed Practical and Licensed Vocational Nurses	25%	0%	0%	0%	0%	0%	14
Loan Clerks and Interviewers	0%	14%	29%	0%	0%	14%	8
Loan Officers and Counselors	0%	0%	20%	0%	0%	0%	7
Machinists	20%	0%	20%	0%	10%	20%	10
Master Mechanics, (Automotive)	14%	0%	29%	14%	0%	0%	10
Medical Assistants	36%	7%	21%	0%	0%	79%	19
Medical Records and Health Information Technicians	0%	0%	0%	0%	0%	0%	15
Medical Secretaries	33%	11%	44%	22%	11%	44%	13
New Accounts Clerks	9%	0%	9%	9%	0%	36%	13
Order Clerks	37%	26%	0%	21%	11%	63%	30
Painters and Paperhangers	0%	0%	60%	0%	0%	60%	5
Paralegals and Legal Assistants	20%	0%	20%	0%	0%	0%	11
Parts Salespersons	17%	0%	0%	0%	8%	58%	27
Payroll and Timekeeping Clerks	11%	0%	0%	11%	0%	33%	26
Personal and Home Care Aides	33%	0%	0%	0%	0%	33%	7
Pharmacy Technicians	0%	0%	40%	0%	0%	0%	6
Preschool Teachers (Except Special Education)	22%	0%	22%	11%	11%	0%	10
Procurement Clerks	20%	0%	0%	0%	0%	0%	6
Production, Planning, and Expediting Clerks	33%	0%	0%	0%	0%	17%	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	0%	0%	0%	0%	0%	0%	8
Real Estate Sales Agents	20%	0%	0%	0%	0%	0%	6
Receptionists (and Information Clerks)	44%	12%	25%	31%	31%	56%	39
Registered Nurses (Nurse Practitioners)	33%	0%	0%	0%	0%	0%	17
Restaurant Cooks	8%	50%	8%	8%	17%	75%	19
Retail Sales Managers	19%	0%	6%	38%	6%	0%	35
Sales Managers	10%	0%	0%	0%	20%	0%	18
Sales Representatives	17%	17%	0%	8%	17%	50%	21
Salespersons (Retail)	21%	41%	10%	41%	7%	59%	33
Secretaries (Except Legal, Medical, and Executive)	17%	0%	17%	17%	17%	0%	57
Service Station Attendants	20%	10%	0%	0%	10%	60%	10
Shipping, Receiving, and Traffic Clerks	18%	9%	9%	9%	18%	27%	25
Shop Supervisors or Field Supervisors	0%	0%	0%	17%	0%	0%	16
Short Order Cooks	14%	29%	14%	0%	14%	57%	9
Social and Human Service Assistants	0%	0%	33%	17%	0%	0%	10
Stock Clerks And Order Fillers	17%	22%	9%	4%	13%	43%	35
Tank Car, Truck, and Ship Loaders	50%	0%	0%	0%	0%	67%	6
Tellers	0%	0%	14%	0%	29%	43%	13
Tire Repairers and Changers	20%	20%	10%	0%	10%	30%	13
Truck Drivers, Light Or Delivery Services	17%	9%	4%	4%	13%	39%	33
Vehicle and Equipment Cleaners	33%	17%	17%	50%	17%	50%	8
Vehicle Salespersons	0%	14%	0%	0%	0%	43%	7
Vocational Instructor	56%	0%	11%	11%	44%	0%	11
Waiters and Waitresses	11%	56%	0%	11%	11%	78%	18

*Which of the following recruitment methods have been effective for [this occupation]*

Occupation	Most Common Answer	Newspaper	Hire from within	Referrals/word-of-mouth	Unsolicited walk-ins	Local One-Stop Centers /State employment services	School placement offices	Recruiters	Internet	# surveyed
Administrative Services/Office Managers	Referrals/Word of Mouth	26%	9%	39%	22%	0%	9%	4%	35%	66
Automotive Body and Related Repairers	Referrals/Word of Mouth	0%	0%	86%	14%	0%	14%	0%	0%	12
Automotive Mechanics and Technicians	Referrals/Word of Mouth	19%	12%	38%	12%	0%	0%	6%	38%	18
Bartenders	Unsolicited Walk-ins	0%	38%	12%	50%	0%	12%	0%	12%	12
Bookkeeping, Accounting, and Auditing Clerks	Referrals/Word of Mouth	38%	17%	50%	17%	4%	4%	4%	25%	59
Cashiers	Unsolicited Walk-ins	20%	20%	33%	73%	3%	0%	3%	37%	40
Certified Nursing Assistants	Newspaper	50%	12%	12%	50%	0%	12%	12%	38%	11
Child Care Workers	Referrals/Word of Mouth	0%	17%	50%	0%	0%	8%	8%	33%	13
Counselors	Internet	17%	8%	17%	17%	0%	0%	8%	58%	13
Counter and Rental Clerks	Referrals/Word of Mouth	20%	10%	50%	40%	0%	10%	0%	40%	13
Customer Service / Call Center Representatives	Internet	15%	15%	23%	54%	8%	8%	8%	62%	20
Dental Assistants	Referrals/Word of Mouth	0%	10%	50%	15%	10%	20%	5%	35%	21
Dental Hygienists	Referrals/Word of Mouth	33%	22%	67%	33%	11%	0%	0%	44%	11
Dishwashers	Unsolicited Walk-ins	10%	0%	30%	100%	0%	0%	0%	10%	24
Dispatchers (Except Police, Fire, and Ambulance)	Referrals/Word of Mouth	29%	29%	43%	29%	0%	0%	0%	14%	9
Executive Secretaries and Administrative Assistants	Referrals/Word of Mouth	17%	33%	67%	33%	0%	17%	33%	50%	15
Fast Food Cooks	Unsolicited Walk-ins	12%	38%	25%	88%	0%	0%	0%	12%	11
Fast Food Counter Workers	Unsolicited Walk-ins	13%	20%	40%	73%	0%	0%	0%	20%	18
First-Line Administrative Support Supervisors	Newspaper	40%	10%	30%	0%	10%	10%	10%	40%	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	Hire From Within	38%	62%	62%	12%	0%	0%	12%	12%	11
Food Preparation Workers	Unsolicited Walk-ins	23%	15%	23%	69%	0%	15%	8%	23%	18
Food Service Supervisors	Hire From Within	0%	57%	14%	29%	0%	14%	14%	14%	18
Foremen of Helpers, Laborers, and Material Movers	Hire From Within	22%	56%	44%	22%	0%	0%	0%	0%	11
Foremen of Production and Operating Workers	Hire From Within	0%	67%	50%	0%	0%	0%	17%	17%	10
Forklift Operators (Industrial Truck and Tractor)	Referrals/Word of Mouth	17%	0%	50%	8%	8%	8%	17%	8%	17
Freight, Stock, and Material Movers (Hand Laborers)	Referrals/Word of Mouth	8%	8%	38%	17%	12%	8%	17%	25%	30
General and Operations Managers	Hire From Within	20%	60%	30%	30%	10%	0%	0%	0%	31
General Maintenance and Repair Workers	Referrals/Word of Mouth	25%	21%	38%	21%	4%	4%	4%	33%	36
General Office Clerks	Referrals/Word of Mouth	20%	20%	50%	20%	0%	10%	10%	20%	18
Hairdressers, Hairstylists, and Cosmetologists	Referrals/Word of Mouth	0%	0%	43%	14%	0%	29%	0%	43%	7
Hand Packers and Packagers	Unsolicited Walk-ins	0%	0%	0%	75%	50%	0%	0%	0%	8
Heavy and Tractor-Trailer Truck Drivers	Referrals/Word of Mouth	0%	9%	45%	45%	0%	0%	9%	36%	16
Helpers of Installation, Maintenance, and Repair Workers	Referrals/Word of Mouth	50%	33%	67%	17%	0%	0%	0%	33%	11
Hosts and Hostesses	Unsolicited Walk-ins	0%	0%	55%	91%	0%	0%	0%	18%	12
Insurance Clerks (Claims and Policy Processing)	Internet	46%	15%	54%	23%	0%	31%	0%	77%	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	Referrals/Word of Mouth	9%	36%	55%	0%	9%	18%	0%	9%	25
Kindergarten Teachers (Except Special Education)	Referrals/Word of Mouth	17%	50%	67%	17%	0%	17%	0%	33%	11
Landscaping and Groundskeeping Workers	Referrals/Word of Mouth	22%	11%	44%	33%	0%	0%	0%	0%	13
Legal Secretaries	Referrals/Word of Mouth	38%	25%	50%	0%	25%	0%	0%	50%	11

Occupation	Most Common Answer	Newspaper	Hire from within	Referrals/word-of-mouth	Unsolicited walk-ins	Local One-Stop Centers / State employment services	School placement offices	Recruiters	Internet	# surveyed
Licensed Practical and Licensed Vocational Nurses	Referrals/Word of Mouth	25%	25%	50%	25%	0%	0%	0%	50%	14
Loan Clerks and Interviewers	Hire From Within	0%	57%	43%	14%	0%	0%	0%	29%	8
Loan Officers and Counselors	Internet	20%	0%	20%	0%	0%	0%	0%	60%	7
Machinists	Referrals/Word of Mouth	40%	20%	60%	10%	0%	20%	10%	40%	10
Master Mechanics, (Automotive)	Referrals/Word of Mouth	29%	29%	71%	43%	0%	0%	0%	43%	10
Medical Assistants	Internet	29%	7%	29%	0%	7%	29%	14%	43%	19
Medical Records and Health Information Technicians	Newspaper	29%	29%	29%	14%	0%	0%	0%	14%	15
Medical Secretaries	Internet	33%	11%	33%	0%	11%	22%	0%	56%	13
New Accounts Clerks	Internet	18%	36%	18%	0%	0%	0%	9%	73%	13
Order Clerks	Referrals/Word of Mouth	11%	11%	32%	26%	16%	5%	16%	16%	30
Painters and Paperhangers	Referrals/Word of Mouth	0%	20%	60%	40%	0%	20%	0%	20%	5
Paralegals and Legal Assistants	Internet	0%	20%	20%	0%	0%	0%	0%	60%	11
Parts Salespersons	Referrals/Word of Mouth	42%	17%	50%	25%	0%	0%	0%	42%	27
Payroll and Timekeeping Clerks	Newspaper	44%	44%	33%	22%	11%	11%	0%	11%	26
Personal and Home Care Aides	Referrals/Word of Mouth	17%	17%	83%	33%	17%	17%	17%	50%	7
Pharmacy Technicians	Referrals/Word of Mouth	40%	20%	80%	0%	0%	40%	0%	20%	6
Preschool Teachers (Except Special Education)	School Placement Offices	33%	0%	11%	0%	22%	44%	0%	44%	10
Procurement Clerks	Hire From Within	0%	60%	40%	20%	0%	0%	0%	20%	6
Production, Planning, and Expediting Clerks	Referrals/Word of Mouth	33%	0%	83%	17%	0%	0%	0%	67%	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	Hire From Within	0%	50%	0%	0%	0%	0%	0%	50%	8
Real Estate Sales Agents	Referrals/Word of Mouth	0%	0%	80%	0%	0%	0%	20%	0%	6
Receptionists (and Information Clerks)	Newspaper	38%	6%	31%	12%	19%	6%	12%	25%	39
Registered Nurses (Nurse Practitioners)	Referrals/Word of Mouth	44%	44%	67%	11%	0%	0%	0%	56%	17
Restaurant Cooks	Unsolicited Walk-ins	17%	17%	33%	75%	0%	0%	0%	17%	19
Retail Sales Managers	Unsolicited Walk-ins	12%	25%	31%	69%	0%	0%	0%	31%	35
Sales Managers	Referrals/Word of Mouth	20%	20%	70%	20%	0%	0%	0%	20%	18
Sales Representatives	Referrals/Word of Mouth	0%	8%	58%	8%	8%	0%	0%	25%	21
Salespersons (Retail)	Unsolicited Walk-ins	3%	3%	34%	52%	0%	0%	3%	41%	33
Secretaries (Except Legal, Medical, and Executive)	Referrals/Word of Mouth	25%	21%	29%	4%	8%	12%	4%	21%	57
Service Station Attendants	Unsolicited Walk-ins	10%	0%	20%	80%	0%	0%	0%	30%	10
Shipping, Receiving, and Traffic Clerks	Hire From Within	0%	36%	27%	18%	27%	18%	18%	18%	25
Shop Supervisors or Field Supervisors	Referrals/Word of Mouth	0%	50%	67%	0%	0%	17%	17%	0%	16
Short Order Cooks	Unsolicited Walk-ins	0%	0%	29%	57%	0%	0%	0%	14%	9
Social and Human Service Assistants	Newspaper	67%	17%	33%	17%	17%	0%	0%	50%	10
Stock Clerks And Order Fillers	Unsolicited Walk-ins	13%	4%	26%	61%	4%	9%	4%	26%	35
Tank Car, Truck, and Ship Loaders	Newspaper	50%	17%	33%	50%	50%	0%	0%	17%	6
Tellers	Internet	0%	14%	14%	14%	0%	0%	14%	71%	13
Tire Repairers and Changers	Internet	40%	30%	30%	20%	0%	10%	0%	60%	13
Truck Drivers, Light Or Delivery Services	Referrals/Word of Mouth	35%	17%	43%	22%	0%	4%	4%	30%	33
Vehicle and Equipment Cleaners	Newspaper	50%	0%	50%	17%	0%	0%	0%	17%	8
Vehicle Salespersons	Referrals/Word of Mouth	14%	0%	71%	29%	0%	0%	0%	43%	7
Vocational Instructor	Internet	22%	22%	33%	11%	11%	0%	0%	78%	11
Waiters and Waitresses	Unsolicited Walk-ins	11%	22%	0%	78%	0%	0%	0%	11%	18

**What is the starting salary range for a EXPERIENCED/NON-EXPERIENCED <occupation>?**

<b>Occupation</b>	<b>Median starting wage: Non-Experienced new hire</b>	<b>Median starting wage: Experienced new hire</b>	<b># surveyed</b>
Administrative Services/Office Managers	\$17.00	\$18.51	66
Automotive Body and Related Repairers	N/A	\$20.00	12
Automotive Mechanics and Technicians	N/A	\$12.00	18
Bartenders	N/A	\$9.00	12
Bookkeeping, Accounting, and Auditing Clerks	N/A	\$15.00	59
Cashiers	\$8.00	\$8.50	40
Certified Nursing Assistants	\$10.60	\$10.80	11
Child Care Workers	N/A	\$9.50	13
Counselors	N/A	\$12.16	13
Counter and Rental Clerks	\$8.00	\$8.50	13
Customer Service / Call Center Representatives	\$8.00	\$9.00	20
Dental Assistants	N/A	\$14.00	21
Dental Hygienists	N/A	\$31.25	11
Dishwashers	\$8.00	\$8.50	24
Dispatchers (Except Police, Fire, and Ambulance)	N/A	\$16.00	9
Executive Secretaries and Administrative Assistants	N/A	\$18.27	15
Fast Food Cooks	\$8.00	\$8.50	11
Fast Food Counter Workers	\$8.00	\$8.00	18
First-Line Administrative Support Supervisors	N/A	\$24.04	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	N/A	\$9.00	11
Food Preparation Workers	\$8.00	\$8.25	18
Food Service Supervisors	N/A	\$13.00	18
Foremen of Helpers, Laborers, and Material Movers	N/A	\$19.00	11
Foremen of Production and Operating Workers	N/A	\$18.00	10
Forklift Operators (Industrial Truck and Tractor)	\$9.50	\$12.00	17
Freight, Stock, and Material Movers (Hand Laborers)	\$10.00	\$12.00	30
General and Operations Managers	N/A	\$13.00	31
General Maintenance and Repair Workers	\$15.00	\$16.00	36
General Office Clerks	\$12.00	\$12.00	18
Hairdressers, Hairstylists, and Cosmetologists	N/A	\$8.00	7
Hand Packers and Packagers	N/A	N/A	8
Heavy and Tractor-Trailer Truck Drivers	N/A	\$19.00	16
Helpers of Installation, Maintenance, and Repair Workers	N/A	\$10.00	11
Hosts and Hostesses	\$8.00	\$8.00	12
Insurance Clerks (Claims and Policy Processing)	N/A	\$12.50	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	\$10.00	\$10.50	25
Kindergarten Teachers (Except Special Education)	N/A	N/A	11
Landscaping and Groundskeeping Workers	\$8.59	\$11.00	13
Legal Secretaries	N/A	\$15.00	11

<b>Occupation</b>	<b>Median starting wage: Non-Experienced new hire</b>	<b>Median starting wage: Experienced new hire</b>	<b># surveyed</b>
Licensed Practical and Licensed Vocational Nurses	N/A	\$21.00	14
Loan Clerks and Interviewers	N/A	\$13.00	8
Loan Officers and Counselors	N/A	N/A	7
Machinists	\$10.00	\$15.00	10
Master Mechanics, (Automotive)	N/A	\$16.00	10
Medical Assistants	N/A	\$13.00	19
Medical Records and Health Information Technicians	N/A	\$13.00	15
Medical Secretaries	N/A	\$12.00	13
New Accounts Clerks	N/A	\$13.00	13
Order Clerks	\$8.00	\$10.00	30
Painters and Paperhangers	N/A	\$20.00	5
Paralegals and Legal Assistants	N/A	\$21.00	11
Parts Salespersons	\$8.50	\$9.00	27
Payroll and Timekeeping Clerks	N/A	\$17.00	26
Personal and Home Care Aides	N/A	\$10.00	7
Pharmacy Technicians	N/A	\$0.00	6
Preschool Teachers (Except Special Education)	N/A	\$11.00	10
Procurement Clerks	N/A	N/A	6
Production, Planning, and Expediting Clerks	N/A	\$9.52	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	N/A	\$19.00	8
Real Estate Sales Agents	N/A	N/A	6
Receptionists (and Information Clerks)	\$8.25	\$10.00	39
Registered Nurses (Nurse Practitioners)	N/A	\$34.00	17
Restaurant Cooks	\$8.00	\$8.25	19
Retail Sales Managers	\$8.00	\$9.00	35
Sales Managers	N/A	\$10.00	18
Sales Representatives	\$9.62	\$10.00	21
Salespersons (Retail)	\$8.25	\$9.50	33
Secretaries (Except Legal, Medical, and Executive)	\$10.00	\$15.00	57
Service Station Attendants	\$8.00	\$9.00	10
Shipping, Receiving, and Traffic Clerks	\$8.00	\$10.50	25
Shop Supervisors or Field Supervisors	N/A	\$25.00	16
Short Order Cooks	\$8.00	\$10.50	9
Social and Human Service Assistants	N/A	\$15.00	10
Stock Clerks And Order Fillers	\$8.00	\$9.00	35
Tank Car, Truck, and Ship Loaders	N/A	\$13.00	6
Tellers	\$11.00	\$12.00	13
Tire Repairers and Changers	N/A	\$12.50	13
Truck Drivers, Light Or Delivery Services	\$12.00	\$14.00	33
Vehicle and Equipment Cleaners	N/A	\$9.50	8
Vehicle Salespersons	N/A	\$8.50	7
Vocational Instructor	N/A	\$14.42	11
Waiters and Waitresses	N/A	\$8.00	18

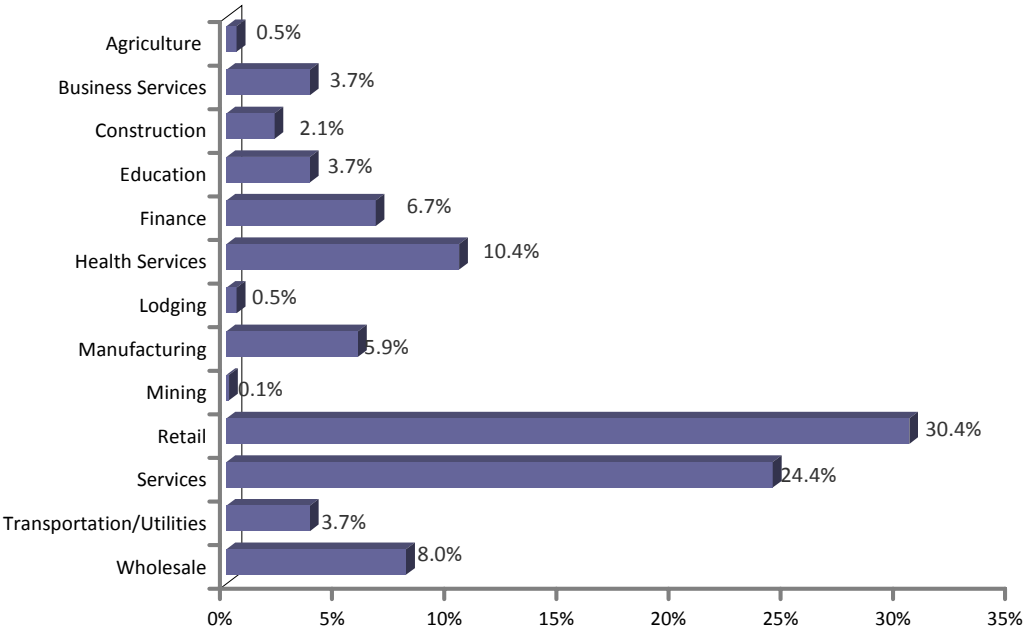
**Occupational Aggregates**

<b>Occupation</b>	<b>Projected 12 month growth</b>	<b>Turnover</b>	<b>Demand</b>	<b>Relative Openings</b>	<b># surveyed</b>
Administrative Services/Office Managers	4%	1%	5%	4%	66
Automotive Body and Related Repairers	3%	1%	4%	3%	12
Automotive Mechanics and Technicians	0%	1%	1%	0%	18
Bartenders	5%	3%	8%	5%	12
Bookkeeping, Accounting, and Auditing Clerks	1%	2%	3%	1%	59
Cashiers	5%	9%	14%	4%	40
Certified Nursing Assistants	3%	3%	6%	3%	11
Child Care Workers	16%	6%	22%	14%	13
Counselors	5%	3%	8%	4%	13
Counter and Rental Clerks	1%	4%	5%	1%	13
Customer Service / Call Center Representatives	1%	5%	6%	1%	20
Dental Assistants	5%	0%	5%	5%	21
Dental Hygienists	0%	0%	0%	0%	11
Dishwashers	1%	14%	15%	1%	24
Dispatchers (Except Police, Fire, and Ambulance)	0%	0%	0%	0%	9
Executive Secretaries and Administrative Assistants	25%	0%	25%	20%	15
Fast Food Cooks	5%	22%	27%	5%	11
Fast Food Counter Workers	1%	13%	14%	1%	18
First-Line Administrative Support Supervisors	0%	0%	0%	0%	15
First-Line Supervisors or Managers of Non-Retail Sales Workers	0%	12%	12%	0%	11
Food Preparation Workers	7%	17%	24%	7%	18
Food Service Supervisors	4%	2%	6%	3%	18
Foremen of Helpers, Laborers, and Material Movers	0%	7%	7%	0%	11
Foremen of Production and Operating Workers	0%	14%	14%	0%	10
Forklift Operators (Industrial Truck and Tractor)	3%	2%	5%	3%	17
Freight, Stock, and Material Movers (Hand Laborers)	-1%	3%	2%	-1%	30
General and Operations Managers	0%	0%	0%	0%	31
General Maintenance and Repair Workers	1%	3%	4%	1%	36
General Office Clerks	-5%	0%	0%	-6%	18
Hairdressers, Hairstylists, and Cosmetologists	4%	13%	17%	4%	7
Hand Packers and Packagers	7%	11%	18%	6%	8
Heavy and Tractor-Trailer Truck Drivers	5%	2%	7%	4%	16
Helpers of Installation, Maintenance, and Repair Workers	5%	7%	12%	4%	11
Hosts and Hostesses	13%	10%	23%	11%	12
Insurance Clerks (Claims and Policy Processing)	0%	2%	2%	0%	14
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	0%	3%	3%	0%	25
Kindergarten Teachers (Except Special Education)	0%	0%	0%	0%	11
Landscaping and Groundskeeping Workers	0%	9%	9%	0%	13

Occupation	Projected 12 month growth	Turnover	Demand	Relative Openings	# surveyed
Legal Secretaries	0%	0%	0%	0%	11
Licensed Practical and Licensed Vocational Nurses	1%	2%	3%	1%	14
Loan Clerks and Interviewers	7%	0%	7%	6%	8
Loan Officers and Counselors	12%	0%	12%	10%	7
Machinists	5%	0%	5%	5%	10
Master Mechanics, (Automotive)	21%	0%	21%	17%	10
Medical Assistants	2%	1%	3%	2%	19
Medical Records and Health Information Technicians	14%	0%	14%	12%	15
Medical Secretaries	1%	7%	8%	1%	13
New Accounts Clerks	3%	6%	9%	3%	13
Order Clerks	5%	7%	12%	5%	30
Painters and Paperhangers	0%	0%	0%	0%	5
Paralegals and Legal Assistants	4%	0%	4%	3%	11
Parts Salespersons	10%	4%	14%	9%	27
Payroll and Timekeeping Clerks	2%	2%	4%	2%	26
Personal and Home Care Aides	0%	13%	13%	0%	7
Pharmacy Technicians	17%	3%	20%	15%	6
Preschool Teachers (Except Special Education)	1%	0%	1%	1%	10
Procurement Clerks	8%	0%	8%	7%	6
Production, Planning, and Expediting Clerks	-11%	0%	0%	-13%	7
Purchasing Agents (Except Wholesale, Retail, and Farm Products)	0%	0%	0%	0%	8
Real Estate Sales Agents	5%	5%	10%	5%	6
Receptionists (and Information Clerks)	1%	2%	3%	1%	39
Registered Nurses (Nurse Practitioners)	4%	2%	6%	4%	17
Restaurant Cooks	7%	13%	20%	7%	19
Retail Sales Managers	-7%	13%	6%	-7%	35
Sales Managers	7%	14%	21%	6%	18
Sales Representatives	2%	11%	13%	2%	21
Salespersons (Retail)	2%	7%	9%	2%	33
Secretaries (Except Legal, Medical, and Executive)	1%	0%	1%	1%	57
Service Station Attendants	4%	10%	14%	4%	10
Shipping, Receiving, and Traffic Clerks	3%	3%	6%	3%	25
Shop Supervisors or Field Supervisors	0%	0%	0%	0%	16
Short Order Cooks	5%	10%	15%	5%	9
Social and Human Service Assistants	0%	5%	5%	0%	10
Stock Clerks And Order Fillers	2%	7%	9%	2%	35
Tank Car, Truck, and Ship Loaders	0%	4%	4%	0%	6
Tellers	4%	7%	11%	4%	13
Tire Repairers and Changers	1%	0%	1%	1%	13
Truck Drivers, Light Or Delivery Services	9%	7%	16%	9%	33
Vehicle and Equipment Cleaners	1%	1%	2%	1%	8
Vehicle Salespersons	-3%	20%	17%	-3%	7
Vocational Instructor	4%	2%	6%	4%	11
Waiters and Waitresses	2%	6%	8%	2%	18

**APPENDIX D: PROFILE OF SURVEYED BUSINESSES**

**Surveyed Businesses by Industry (N = 887)**



**Surveyed Businesses by Company Size (N = 887)**

